



Examining the role of ethics in knowledge management process

Examining the
role of ethics

Case study: an industrial organization

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Abstract

Purpose – Current successful and thriving organizations are those which create or gain new knowledge and convert it into applicable methods for improving their activities and performance. Nonetheless, ethics are the key issues in achieving such organizations and gaining success in implementation of supportive systems for aforementioned subjects. The main aim of the present study is therefore to examine the impact of ethical principles on knowledge management processes.

Design/methodology/approach – The present paper tries to study the impact of ethics on knowledge management process according to the model of Nonaka and Takeuchi. To measure this issue, a conceptual model is developed based on literature. In order to examine the validity of the model, employees in some areas of an industrial organization including computer, IT, electronic and mechanic were asked to answer the items in a questionnaire designed for the same research. Structural equation modeling is used to analyze research variables.

Findings – The results show that there is a positive and significant relationship between ethics and knowledge management process. Likewise, there is a direct and significant relationship between ethics and knowledge management processes such as socialization, externalization and combination while the relationship between ethics and internalization is not significant.

Research limitations/implications – Published resources are paramount about knowledge management while they suffer from a systematic regard as well as considering ethics in all knowledge management processes. Therefore, the main limitation of this research is the lack of studies in the field of relation of ethics and knowledge management (KM).

Originality/value – The results extend the understanding of the role of ethical principles in knowledge management processes. Hence, this research can open a new window in science space that is related to knowledge management and ethics.

Keywords Ethics, KM, Knowledge management

Paper type Research paper

1. Introduction

In the present age called the intellectual age, intangible and intellectual capitals called knowledge are considered as a key factor. In other words, those organizations will win against changes and transformations that can improve and develop their own knowledge. Significantly, access to knowledge and organizational knowledge reserves is impossible without learning. Organizations that have developed a strong learning culture are effective in creating, acquiring and transferring knowledge as well as in modifying the behaviors to reflect new knowledge (Finn and Torgeir, 2008). However, knowledge generation and acquisition is not sufficient to consider an organization as a learning organization. Rather, such an organization should be able to utilize this knowledge in its behaviors and performances and to improve/modify its activities via such knowledge (Lakshman, 2009). Today successful organizations are those that



generate or acquire a new knowledge and have converted it to applied methods to improve their activities. They use new and creative methods to modify their structure and performance and, hence, they can be a model and paradigm for using (Michael *et al.*, 2009). In this manner, the key to access such organizations and being successful in implementing supporting systems is to consider ethical issues. With rapid growth of technology, human life and job styles are also rapidly changed and in line with such changes, ethical issues are increasingly paid attention. Information technology's (IT) ethics is a multidisciplinary issue and discussing it needs familiarity and specialty with two areas of ethics and IT especially in applied ethics. The aim of such discussion is to answer questions that are related to the value foundations of people's activities and responsibilities in the IT area (Moor, 1985). On the other hand, ethical discussion is a main issue in the framework of Islamic concepts and is highly emphasized, because in the Islamic approach, all aspects of human life are regarded and dimension of internal and internalization of ethics are especially considered (Rezaiian and Ghazinoory, 2010).

Therefore, knowledge management is a systematic issue whose successful implementation needs a multilateral and overall attitude on its factors especially manpower factors (Akhavan *et al.*, 2009). Respecting ethics by human resources helps to improve implementation of knowledge management. Hence, studying such ethical points and their relation to knowledge management processes (KMPs) and their concepts is an issue highlighted in the present study. Citations are paramount about knowledge management while there are pivotal studies in terms of ethics, while little attention to ethical issues is an important problem in implementation of knowledge management. Accordingly, the present paper looks to clarify the key role of ethics in KMPs. With this purpose, the major question of the research is:

RQ1. Is there a significant relationship between ethics and KMP?

2. Theoretical background

Knowledge management

According to Haines (2001), KMP consists of the four components:

- (1) *Content.* Which is related to the type of knowledge (explicit or tacit).
- (2) *Skill.* Achieving abilities for extracting knowledge.
- (3) *Culture.* Culture of organizations should encourage sharing of knowledge and information.
- (4) *Organization.* Organizing the available knowledge.

Wig (2002) believes that knowledge management means the establishment of necessary process to identify and attract data, information and needed knowledge by an organization from internal/external environment and transferring them to decisions (Akhavan and Jafari, 2006) and actions by people and by the organization.

Crawford (2005) also defines knowledge management in two forms: knowledge management as objective and knowledge management as a process. He believes that knowledge management as objective mostly emphasizes knowledge exchange while knowledge management as process attempts to make the tacit knowledge available. In other words, knowledge management is also referred to as "knowledge conversion". In the knowledge transformation cycle, tacit and explicit knowledge are transformed

into each other. The tacit knowledge is a kind of strictly personal knowledge and is formed with difficulty and cannot be easily presented in certain frames, and it has an intangible identity and comprises subjective models, beliefs and the knowledge of how to do the tasks. Tacit knowledge cannot simply be described by words (Yang, 2007).

Explicit knowledge can be expressed through verbal or written language and is therefore easily transferable. It is easily acquired, transferred and exchanged (Yang, 2007).

According to Nonaka and Takeuchi's model, mutual conversion of tacit and explicit knowledge is a four-dimensional process consisting of: socialization, externalization, combination, and internalization. Also, based on Nonaka and Takeuchi's theory, four dimensions of the knowledge creation process are defined as below:

- (1) *Socialization*. Conversion of tacit knowledge into a new tacit knowledge like sharing the experiences among organization's members.
- (2) *Externalization*. Conversion of tacit knowledge into a new explicit knowledge such as documentation of best experiences.
- (3) *Combination*. Conversion of explicit knowledge into a new explicit knowledge like assessing papers and reports in the same sector.
- (4) *Internalization*. Conversion of explicit knowledge into a new tacit knowledge such as learning from written collective discussions (Nonaka and Takeuchi, 1995).

Nonaka's theory of knowledge creation has "achieved paradigmatic status since the mid-1990s [...] and is highly respected" (Gourlay, 2006), with Choo and Bontis (2002) describing it as "one of the best known and most influential models in the knowledge strategy literature", elaborating that Nonaka's knowledge creation model "provides the intellectual scaffolding for a growing number of empirical and theoretical studies in strategic knowledge management". Gourlay (2006) points out that the yearly increase in the number of citations, as well as the range of categories of journals in which this publication has been cited, is indicative of a level of interest that deems his research outputs very important work.

Ethical issue

Ethics are not simply created by humankind but instead result from human nature which constitutes the essential frame of laws; in fact, human laws follow the ethics. It also is one of the most fundamental subjects in the divine concept; accordingly it can meet the whole dimension of human life, particularly focusing on internal and external intention. The word "ethics" represent the standards and ideals which embrace a group or a community of people. In Webster's Dictionary, ethics are defined as disciplined dealing with what is good and bad or with moral duties and commitments. Ethics refers to good and bad attributes, conducts, and intentions, in which case it is accompanied with adjectives such as good and bad or nouns such as goodness and badness. Ethics is a branch of philosophy analyzed as a norm-based science since it pertains to guiding norms of human behavior, and from this aspect, it can be distinctively distinguished from mainstream sciences like mathematics, or natural sciences like chemistry and physics (Holden, 2000).

It is nearly three decades that economists and ethics philosophers in the West have revived the discourses which had been stopped during the blossoming era of positivistic methodology. The product of this interaction led to an applied branch of

ethics called “business ethics”; the ultimate goal of this branch is to improve the moral quality of decision making and performance at all business levels. Taking into account the situation created in the early twenty-first century, what certainly seems logical is having a global approach towards business ethics and seeking for it globally or on an international scale. Business ethics is a kind of applied ethics which is largely diverse in terms of attitudes and approaches like all other applied types of ethics (Martz and Morgan, 2007).

KM and ethics

Rai (2011) in his study explained that competing values framework (CVF) does not include scales for trust and an ethical workplace and concerning the important role of ethics culture in KMP, CVF was revised by adding an aspect which indicates ethics culture and trust. Then, SECI model and its components are examined and the similarities between both models are expressed. In the meantime, an integrative model of CVF and SECI is also provided. Finally, the author has concluded that the integration of both models provides methods by which one can understand how organizational culture improves organizational knowledge development and promotion.

Rezaian and Ghazinoory (2010) studied the role of ethics in the tasks of KMP. However, due to the simplicity and completeness of its aspects, the general pattern of knowledge management has been used in this study. The result of the research indicates that there is a significant relationship between ethical indicators and functional aspects of the KMP. There is a correlation between such indicators as individual and collective trust, honesty, ownership respect, support, empathy, commitment, accountability, secrecy and care in authenticity in one hand and functional aspects of knowledge management general pattern including creation, organization, sharing and utilization of knowledge on the other hand.

However, other research in Malaysia showed that subjects like ownership respect, care in authenticity, helping other people, honesty and commitment are pointed out and the relationship between such ethical principles and each aspect of knowledge management is clarified via regarding general patterns of knowledge management including creations, organize, sharing and utilization of knowledge (Azmi, 2010).

In addition, Gholizadeh *et al.* (2005) examined the ratio of organizational culture and knowledge conversion process in Mashhad Firdausi University according to the SECI model. The results showed that there is a significant relationship between organizational culture and internalization, externalization and combination while the relationship with socialization is not significant.

Therefore, concerning the lack of relevant existing research, this paper has tried to clarify the impact of ethics in all tasks of the KMP and the significant relationship between them through a systematic approach. In this section, ethical principles are extracted through examining the literature of the issue which includes 20 indicators shown in Table I.

3. Research model and hypotheses development

Ethics indices were categorized due to numeracy. Opinions of six experts were used for this purpose and ethics indices were classified in four dimensions after consideration of their comments. The dimensions were designated as shown in Table II.

Area	Citations
Accountability	Land (2007), Chua (2002)
Working conscience	Huysmans and Wit (2004)
Commitment	Azmi (2010), Chua (2002), Nahapiet and Ghoshal (1998)
Collective trust	Inkpen and Tsang (2005), Hutchings and Michailova (2004)
Organizational trust	Galford and Drapeau (2003), Mirzaeei <i>et al.</i> (2009)
Secrecy	Azmi (2010)
Intellectual property right	Azmi (2010), Lang (2004)
Care in authenticity	Azmi (2010)
Honesty	Azmi (2010), Lang (2004)
Helping and empathy with others	Azmi (2010), Huysmans and Wit (2004), Chua (2002)
Loyalty	Jordan and Troth (2011), Bove and Johnson (2009)
Foresight	Calof and Smith (2012), Johnston (2012)
Trusteeship	Sayce (2012), Khenifer and Moghimi (2009)
Fair behavior	AL-Aali (2008)
Humility	Khenifer and Moghimi (2009)
Criticism – taking	AL-Aali (2008)
Council with others	Harper <i>et al.</i> (1998)
Perseverance in works	Raps (2005)
Affability	Ferris <i>et al.</i> (2008)
Self-control	Hsiang and Yang Kuo (2003)

Table I.
Ethical indices and
their references

Row	Dimensions	Indicators
1	Organizational values and justice	Collective trust Organizational trust Honesty Fair behavior Humility Criticism – taking Perseverance in works
2	Commitment and responsibility	Responsibility Working conscience Commitment Loyalty Foresight
3	Intellectual ownership and trusteeship	Secrecy Intellectual property right Trusteeship Care in authenticity
4	Team working morale	Council with others Helping and empathy with others Affability Self-control

Table II.
Ethics dimensions

Finally, based on literature review, a conceptual model of the current research is proposed as shown in Figure 1. In this model, ethical principles are considered as independent variable and KMP as dependent variable. The current research is an applied study in terms of objective and a descriptive work in terms of data collection method.

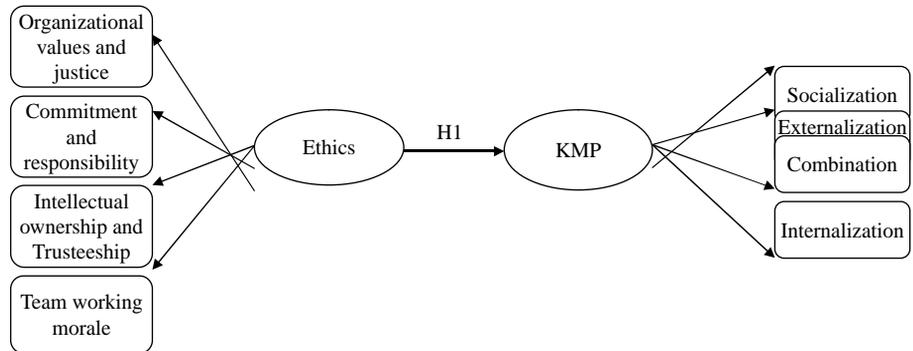


Figure 1.
Research conceptual
model

The objective of the present paper is to depict the relationship between ethics and the KMP through analysis and investigation.

Based on aforementioned literature, research hypotheses are proposed as follows.

Main hypothesis:

H1. There is a positive and significant relationship between ethics and KMP.

Sub-hypotheses:

H1.1. There is a positive and significant relationship between ethics and socialization.

H1.2. There is a positive and significant relationship between ethics and externalization.

H1.3. There is a positive and significant relationship between ethics and combination.

H1.4. There is a positive and significant relationship between ethics and internalization.

4. Research methodology

To examine the relationship between ethical principles and KMP, needed data are gathered by questionnaire. It consists of 28 items. KMP section consists of eight items and ethical principles section has 20 items. Likert five-item scale is used in this questionnaire.

Reliability and validity analyses

All the dimensions of this study report Cronbach's α over 0.7, reaching high-reliability standards, which indicate that the measurement design is highly credible. Table III shows the detailed data. Meanwhile, content validity refers to the fitness of the contents of the measurement tool. The verification of content validity in social sciences depends on the professional knowledge of researchers. It is also possible to identify appropriate and relevant measurements from literature or employ the assistance of experts to determine the fitness of the contents, to enhance content validity, and to ensure questionnaire effectiveness. The development of measurement tools in this paper is based on generalization of literature reviews. All the sources are referenced in relevant

empirical literature. The questions are modified after interviews with experts. Therefore, the questionnaire in this paper should carry a certain degree of content validity.

Besides the face validity, using principal components method for extraction, factors with eigenvalues greater than 1 were retained. The factor analysis (i.e. Pearson's principal component analysis) was tested with and without rotation (i.e. Varimax rotation with Kaiser Normalization). The conservative factor loadings of greater than 0.5 were considered at 95 percent level of confidence (Hair *et al.*, 1998). Finally, the results of convergent and discriminate validity also indicate acceptable outcomes through considering the factor loadings, average variance extracted, composite reliability and correlations among main constructs.

Empirical analysis

Sampling and data collection. Primary population was members of a knowledge-based organization including experts, supervisors and managers who are working at different tasks. Ethical issues are highly appreciated in this organization, and the board of managers has established a good supportive system to encourage employees to follow ethics issues well. Some issues such as accountability, working conscience, secrecy, intellectual property right, care in authenticity, loyalty, honesty and helping and empathy with others are placed in the first priority of managers' interest to disseminate ethics in the studied organization. Besides the aforementioned issues, the company has a strong policy to get feedback from its employees about the key role of ethics in the promotion of business. Finally, it can be noted that ethics issues are not a forgotten subject in this organization, and all the personnel are interested in being involved in this organizational issue.

In the present study, 110 questionnaires were collected out of 120 distributed questionnaires, suggesting a return rate of 92 percent. Among the collected questionnaires, eight questionnaires were incomplete, so they were discarded. Therefore, 102 valid and complete questionnaires were ready to analyze. Table IV shows the basic data of the respondents of the effective questionnaires.

Structural model. In the following figure, the model has been shown in standard estimation and significance coefficients (standard coefficients). Meanwhile, ethics dimensions are shown by F1-F4 and KMP aspects by S, E, C and I (Figure 2).

Significantly, the higher the model fit, the higher usability the model has, as far as the model fit assessment is concerned. That also means that parameter estimates are more meaningful. This paper refers to absolute fit indicators, incremental fit indicators, and goodness of fit index (GFI) recommended by Hair *et al.* (1998) for the validation of overall fit.

Items	Cronbach's α
KMP	0.762
Organizational values and justice	0.871
Commitment and responsibility	0.853
Intellectual ownership and Trusteeship	0.790
Team working morale	0.712
Ethics	0.914
Overall questionnaire	0.900

Table III.
Questionnaire reliability

Table IV.
Demographic profile
of respondents

Area	Description	Number of respondents	%	Cumulative (%)
Job title	Expert	48	47	47
	Supervisor	19	19	66
	Manager	35	34	100
Education	Under BS	12	12	12
	Bachelors (BS)	64	63	75
	Masters (MS)	26	25	100
Job experience	Below five years	19	19	19
	5-10 years	34	33	52
	10-15 years	21	21	73
	Above 15 years	28	27	100
Age	Below 30	19	19	19
	30-35	38	37	56
	35-40	26	25	81
	Above 40	19	19	100

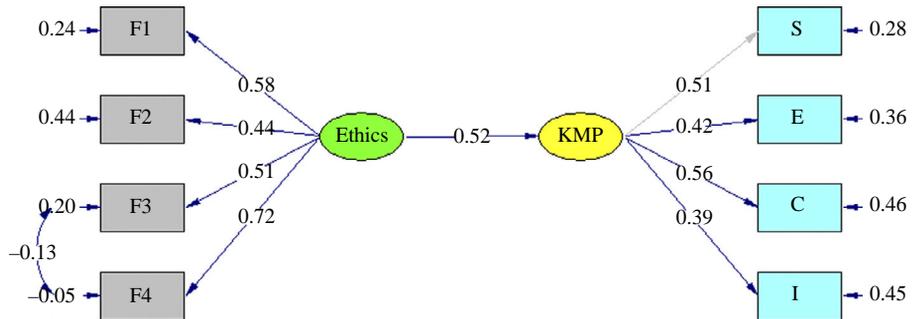


Figure 2.
Research structural model

Table V shows all the overall fit indicators. Among the absolute fit indicators, χ^2/df is 1.91, the GFI value of this model is also 0.94, root mean square residual (RMR) value is 0.039, and root mean square error of approximation (RMSEA) value is 0.069, all within an acceptable range, as suggested by past scholars. Huang (2004) suggested that if the RMSEA value is between 0.05 and 0.08, and χ^2/df reach below three, they imply a good fit.

As far as incremental fit indicators are concerned, the adjusted goodness of fit index (AGFI) value of this model is 0.92, normed fit index (NFI) value is 0.97, comparative fit index (CFI) value is 0.95, and incremental fit index (IFI) value is 0.98, all the values reach the standards suggested in literature. Among the GFI, the parsimonious normed fit index (PNFI) value of this model is 0.654 and parsimonious comparative fit index (PCFI) value is 0.706. They are both greater than 0.5, reaching the standards suggested by previous scholars.

Hypotheses test. In the present model, *H1* is defined as follows to test research main hypothesis:

H1. There is a positive and significant relationship between ethics and KMP.

According to Figure 2, the standardized coefficient between ethics and KMP is 0.52, and also *t*-value is 3.54, $p < 0.001$, reaching statistical significance. The results indicate that *H1* is confirmed.

Fitness indicator	Criteria	Validation value	Result
<i>Absolute fit indicators</i>			
χ^2/df	< 4	1.91	Compliant
GFI	> 0.90	0.94	Compliant
RMR	< 0.05	0.039	Compliant
RMSEA	< 0.05 or 0.05-0.08	0.069	Compliant
<i>Incremental fit indicators</i>			
AGFI	> 0.90	0.92	Compliant
NFI	> 0.90	0.97	Compliant
CFI	> 0.90	0.95	Compliant
IFI	> 0.90	0.98	Compliant
<i>GFI</i>			
PNFI	> 0.5	0.654	Compliant
PCFI	> 0.5	0.706	Compliant

Table V.
The indicators
of model fitness

In the next step, regression analysis was used to test research sub-hypotheses. To this end, linear regression between ethical principles as independent variable and each aspect of KMP as dependent variable are computed separately. However, ethical principles are considered as average of ethical dimensions (F1-F4). Likewise, error level is 5 percent for all relations. The results of regression analyses are shown from Table VI to IX.

Model	Non-standardized regression coefficients		Standard regression coefficients		
	B	SE	β	<i>t</i>	Sig.
(Constant)	2.253	0.353	–	4.587	0.000
Ethics	0.392	0.110	0.448	3.563	0.001

Table VI.
Regression coefficient
with socialization
variable

Model	Non-standardized regression coefficients		Standard regression coefficients		
	B	SE	β	<i>t</i>	Sig.
(Constant)	2.275	0.408	–	4.572	0.000
Ethics	0.291	0.127	0.322	2.285	0.025

Table VII.
Regression coefficient
with externalization
variable

Model	Non-standardized regression coefficients		Standard regression coefficients		
	B	SE	β	<i>t</i>	Sig.
(Constant)	1.659	0.460	–	3.603	0.001
Ethics	0.545	0.144	0.476	3.797	0.000

Table VIII.
Regression coefficient
with combination
variable

By regression analysis and considering the fact that the significance level is less than 0.05 for regression coefficient with dependent variables namely socialization, externalization and combination as well as positive rates of B and BETA for these variables, one can conclude that *H1.1*, *H1.2* and *H1.3* are confirmed while *H1.4* is rejected since significance level is 0.165 for internalization variable.

5. Discussion

Research conceptual model and structural equation modeling showed that among the dimensions of KMP, socialization, externalization and combination have direct and significant relationship on ethics.

According to research findings, there is a positive and significant relationship between ethics and KMP considering knowledge creation dimension. Another finding is that among KMP, combination is mostly affected by ethical principles followed by socialization and externalization while internalization is not affected by ethical principles. Due to some characteristics of the studied organization, it is highly important to convert types of knowledge to explicit knowledge and to record and store it. In this organization, there is a great emphasis on gathering explicit knowledge of employees, teams and groups and on grouping, categorizing and storing such knowledge in order to protect it and to analyze knowledge resources in order to produce and develop new products. Therefore, it is particularly important to convert an explicit knowledge to a new explicit knowledge.

Ethical principles like secrecy, intellectual property, trust, care in authenticity and confidence play a key role in encouraging employees and even organizational seriousness in moving from personal explicit knowledge to explicit knowledge at group and organizational level as well as in storing it. That is why the combination is mostly affected by ethical principles. Considering socialization, which is the conversion of an implicit knowledge to a new implicit knowledge, one can say that since the emphasis of the organization is on team working and on building work/project-oriented groups as well as the importance of learning culture in an organization, there is a great emphasis on individuals' learning from each other and sharing the experiences among members in the teams and organization levels. Therefore, socialization in the studied organization is highly important. On the other hand, socialization is based on social interactions of people and, accordingly, the role of ethics is highlighted. It seems that due to such reasons combination is mostly affected by ethics. Regarding externalization, which is the conversion of knowledge types to explicit knowledge and recording and storing it, externalization is particularly important. Since the studied population had higher education (87 percent with graduate and postgraduate degrees) and most of them had been educated in engineering and technical areas and considering the fact that most of them had proper job experience (72 percent of them have ten years of work experience), one can say that they have very good knowledge and experience in their working areas.

Table IX.
Regression coefficient
with internalization
variable

Model	Non-standardized regression coefficients		Standard regression coefficients		Sig.
	B	SE	β	<i>t</i>	
(Constant)	2.738	0.441	–	4.201	0.000
Ethics	0.193	0.138	0.144	1.400	0.165

Therefore, documenting the experiences and knowledge of these people is particularly important, and this type of documenting is recently on the way in this organization. In knowledge externalization, the role of ethical principles in encouraging employees to reveal their knowledge is remarkable. Perhaps on this basis we can clarify a direct and significant relationship between ethical principles and externalization. Since externalization is harder than combination and in normal conditions people are less inclined to express their knowledge, it seems that it is for the same reasons that in terms of being affected by ethics, externalization has a lower status than combination. Regarding internalization, which is the conversion of explicit knowledge to a new implicit knowledge, there are some reasons for the lack of a significant relationship between this dimension and ethical principles. For example, due to the special nature of the studied industries, secrecy and confidentiality of data are more emphasized in this organization and internalization is addressed less than other activities of the KMP. Hence, internalization is less impacted by ethical principles. It seems that internalization has an internal aspect and is affected by the moods of the person while studied ethical indicators are more socially oriented.

6. Conclusion, implications and future study

The main aim of the present study is to examine the impact of ethical principles on KMPs. The results show that ethical principles impact on the KMP positively and significantly based on the path analysis model. Among KMP functional dimensions, the relationship between socialization, combination and externalization and ethical principles is positive and significant while there is no significant relationship between ethical principles and internalization. Based on achieved results, one can say that ethical principles are the key factors of success in KMPs alongside other key factors. Since ethics as social capital is a concept which can finally lead to higher productivity of the workforce, according to findings, it is suggested to pave the way for respecting ethics in organizations. It should be emphasized that knowledge management systems must be used more successfully and people must be more involved in the KMP. On the other hand, emphasis on ethics by organizations and employees can facilitate the conversion of explicit and implicit knowledge to each other and the KMP will be executed and completed well. Considering the results of analyzing hypotheses, it is suggested that organizations should consider their current requirements and should address more to internalization by which employees get familiar with written collective discussions and existing documents in order to be trained and learn fully and effectively and, as a result, they can promote their knowledge and performance.

Studying ethical indicators in other models and KMPs and their comparison is a suggestion which can be addressed in future studies. Likewise, ethics modeling and providing a pattern to measure ethics in knowledge management systems is an exciting discussion for future research studies.

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Appendix. Research questionnaire

Dear colleague

This questionnaire has been prepared for studying the status of knowledge management in your organization. In developing the questionnaire, we attempted to consider factors such as knowledge management processes and ethics. Thus, please specify your comments about each item by marking in its respective row. We appreciate your effort.

Job title:	Specialist	Supervisor	Manager	Deputy
Education:	Technician	BS	MS	PHD
Work Experience:	Less than 5 years	5-10 years	10-15 Years	More than 15 years
Age:	Less than 30 Years	30-35 years	35-40 years	More than 40 years
Gender:	Male	Female		
Name of Industry/institute:.....				

Knowledge management Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
In your organization....:					
1) Employees are willing to share their emotions, feelings and personal experiences with others.					
2) They can learn from other employees' skills by nonverbal techniques such as observation, imitation, or master-apprentice relationship.					
3) They are willing to express their personal knowledge through verbal or written language.					
4) Employees may transfer the non-transferable knowledge by allegory or similar items.					
5) They can transfer their knowledge by documentation, telephone or computer networks, to other employees; they have knowledge interactions with others and combine their knowledge with other employees' knowledge.					

(continued)

6) They can categorize and combine the available knowledge in order to create new knowledge.					
7) Knowledge is transferable to employees through verbal communication or narrative story.					
8) Knowledge is formed as work instruction and catalogue to improve the level of employees' knowledge by proper education.					
If you have any comments about knowledge management in your organization, please write them:					
Ethics Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
In your Organization...:					
9) Employees are responsible and accountable for their tasks.					
10) Employees have high work consciousness.					
11) Employees feel committed towards organization's goals and missions and their responsibilities.					
12) Employees are loyal to organization and to each other and the organization emphasizes on this feature.					
13) Employees and managers have foresight in their actions and decisions, according to organization's visions.					

(continued)

14) Employees and managers trust each other and deal with each other in good faith.					
15) Employees trust that organization's policies will be done according to given promises.					
16) Information Confidentiality of employees and organization is very important and emphasized.					
17) Intellectual property (Not using a document, without official permission of its owner) is considered important and it is emphasized.					
18) Trusteeship is important and considerable for all members.					
19) Care in authenticity (assessing the accuracy of a subject) is important.					
20) Employees and managers behave each other with honesty.					
21) It's important for employees and managers to have fair and impartial behavior to each other.					
22) Modesty and courtesy is value and virtue.					

(continued)

23) Having exceptional spirit by employees and managers is supported by the organization.					
24) Consultation with others in tasks and decisions is important for employees and managers.					
25) Tolerance and perseverance of people in tasks is valuable and this feature is supported by the organization.					
26) Having good manners and openness is admired.					
27) Employees are sympathetic to each other and are willing to help each other.					
28) Self-control is important for managers and employees and it's emphasized by the organization.					
If you have any comments about ethics in your organization, please write them.					

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