Designing an Ethical Corporate Culture Model in Mellat Bank

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*Abstract: One of the success factors of today's organizations is their becoming ethical organizations. The main purpose of this study is to design and explain an ethical corporate culture model through a scientific and systematic review of the Mellat Bank. Hence, it aims to answer the following question by designing and adopting a scientific and systematic approach: "How is the ethical corporate culture process model in the Mellat Bank?" This is an applied research in terms of purpose, an exploration one regarding approach and a mixed one (**qualitative**-quantitative) in terms of how to analyze data. In the qualitative stage, a team of experts in the field of organizational behavior and specifically the corporate culture including university professors and executives of the Mellat Bank (who dominate the issues of organizational behavior and culture) were selected to design the model based on the grounded theory methodology. Sampling in the first stage was done using snowball method, in which 9 interviews were conducted. In the second stage, 500 people were selected as the statistical population using the Krejcie and Morgan table. Two SPSS and LISREL software were used for statistical analysis after distributing and collecting the questionnaire and summarizing the data obtained. Finally, structural equation modeling was used to analyze the research model. Finally, the research results led to the design of an ethical corporate culture model in Mellat Bank, and the hypothesized relationships of the model was tested in a larger population.*

Keywords: ethical corporate culture model, Mellat Bank, grounded theory.

I. INTRODUCTION

One of the success factors of today's organizations is their becoming ethical organizations. A comprehensive approach to investing in organizations requires the protection of ethics and observance of ethical considerations in decision making, performance, profitability, and other strategic issues. In an ethical corporate culture, right and wrong behaviors are described for the organization's staff, and values such as justice, respect, and open and transparent communication are important (Embse et al., 2004: 104). Since an effective organizational ethics model should be developed and implemented according to the scientific principles and rules as well as the basic beliefs and values of each society, it is essential that organizations, while familiarizing with the basic definitions and dimensions of ethics and corporate culture, acquire a native ethical corporate culture model to be their action guide in internal and external environments (Moghimi, 2008). Creating a healthy corporate culture and transforming an unhealthy culture into a healthy one is a must for maximizing the potential of organizations to release the creative energies of individuals and organization (Zarei, 2014).

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Mellat Bank, as one of the most powerful banks in the banking industry, has faced some behavioral and commitment problems among its employees in recent years. Among these problems, the reduced level of organizational citizenship behavior, the level reduce of work commitment, increased conflict among employees, and so on can be mentioned. According to some of the senior executives of the Mellat Bank, the vacuum of a native and illustrative model in the field of ethical culture in the above mentioned bank is quite evident, despite the explicit emphasis on ethical issues in the ethics charter of the organization. The present study aims to answer the following question by designing and adopting a scientific and systematic approach: "How is the ethical corporate culture process model in the Mellat Bank?"

II.   THEORETICAL FOUNDATIONS OF RESEARCH

2.1 Corporate culture

Corporate culture is a system composed of values (what is important and what is not) and beliefs (how people act and how do not) that interact with human resources, organizational structure and control system mutually, and as a result, establishes behavioral norms in the organization. The culture of an organization consists of common beliefs, attitudes, assumptions and expectations that, in the absence of an explicit law or instruction, guides behaviors, and in most organizations, the majority of managerial positions are so. Culture can be a powerful source of identity, common purpose, and flexible guidelines (Armstrong, 2002: 74). Corporate culture includes several elements from latent cognitive elements such as assumptions, values, and beliefs to more obvious elements such as artifacts and patterns, operations, and behaviors (Hossein Pour Mohammad Abadi and Nadi, 2016). Many studies on corporate culture suggests that recognizing corporate culture as an important necessity is the priority of the organizations managers' activities. Since, through the correct and accurate recognition of this culture and familiarity with its features, management can arrange its short, medium and long term programs and prepare itself to face with a market full of change and competition and promote the probability of success and durability in the market.

2.2 The role of leader in corporate culture change management

The culture change and leadership role in its management have different mechanisms depending on the stages of the organization's development. In emerging organizations, the cultural beliefs are strongly protected. At this stage, if leaders are faced with inconsistent beliefs, they can identify people with dualistic attitudes and assign them to key positions of the organization (cuttings mechanism). Such individuals, in addition to having the main elements of the corporate culture, have learned some points from the lower layers of the organization that are considered to be consistent with the organization. In mature organizations, culture is part of the tradition of organizational success and reflected in organizational procedures and structure. The change in these organizations does not mean the evolution or learning new things, but rather means not learning old beliefs and predictable resistance to change.

2.3 Ethical corporate culture

Today's organizations must be committed to creating and sustaining an "ethical corporate culture". Value-based management, in the form of tool and ethical management structure, bases its actions mainstay on the organizational values. According to Robbins and Judge, ethical corporate cultures have common characteristics.

Among these characteristics are high risk tolerance, low to moderate aggressive spirit, and focus on tools along with concentrating on goals (the end does not justify the means), which are common in all ethical corporate cultures (Robbins and Judge, 2007). So the ethical responsibilities of the organization are first of all based on a holistic and systemic attitude and, secondly, provide a comprehensive definition of professional ethics. What is called ethical depends on the levels of ethical behavior (Qaramlaki, 2004: 98-112).

III. LITERATURE REVIEW

A research titled "Analysis of the Relationship between Corporate culture and Ethical Behavior of Kashan University Employees" was conducted. The purpose of this study was to analyze the relationship between corporate culture and ethical behavior of employees of Kashan University, and its statistical sample included 166 people. The findings indicated that the average of each component of corporate culture was lower than the hypothesized average, and the average of each component of ethical behavior was higher than the hypothesized average. Correlation coefficients showed that there is a positive and significant relationship between all components of corporate culture and ethical behavior of employees (Rahimi, 2017).

A study entitled "Investigating the Relationship between Ethical Culture and Organizational Citizenship Behavior" was conducted to investigate the relationship between ethical culture and organizational citizenship behavior: the moderating role of person-organization fit in the employees of Karoun Oil and Gas Exploitation Company. According to the results, there was a positive and significant relation between ethical culture and organizational citizenship behavior, thus it was concluded that the high level of ethical culture in the organization can reinforce the organizational citizenship behavior among the staff. The presence of a positive and significant relationship between ethical culture and the person-organization fit was confirmed. The results also suggested that there is a positive and significant relationship between person-organization fit with organizational citizenship behavior. Additionally, the moderator and positive role of this variable (personal-organization fit) in the relation between ethical culture and other variables (organizational citizenship behavior) was also confirmed based on the findings of this research (Mokhtarzadeh Shahraki and Saeedi, 2016). A study titled "Investigating the Role of Corporate culture in Moral Excellence in Organizations" was conducted. The purpose of this research was to determine the role of corporate culture in morality excellence in Dey Bank. The results indicated that there is a positive and significant relationship between corporate culture and ethics in the organization. That is, by strengthening the corporate culture in Dey Bank, the level of morality and adherence to ethical principles also increases in this organization (Sinai, 2016).

A study outside Iran, titled "Investigating the Impact of Organizational Investment on occupational fraud: The Mediating Role of the Ethical Corporate culture and Control" was conducted. In this study, a model was provided that shows that the variables of ethical corporate culture and the monitoring-control system effectiveness play a mediating role in the influence of organizational investment in fraud avoidance on the frequency of occupational fraud (Joon et al., 2018) (Fig. 1):

Table 1. Categories identified along with corresponding concepts

Category (open coding)	Category (axial coding)	Row
The Importance of the Future of Mellat Bank for Employees	Employees' organizational commitment	1
Employees' effort to improve the performance of Mellat Bank		
Employees' efforts to provide a positive image of Mellat Bank in the community		
Employees' family teachings on ethics	Employees' family culture	2
Employees' adherence to the ethical culture of the family		
Holding periodic classes on work ethics for employees of Mellat Bank	In-service training	3
Holding periodic classes on Islamic business ethics for Mellat Bank employees		
Holding periodic classes on customer appreciation for Mellat Bank employees		
Holding periodic classes on organizational citizenship behavior for Mellat Bank employees		
The degree of employee perception of the positive and ethical climate governing the Mellat Bank	Corporate climate governing the branches	4
The degree of employee perception of the constructive and dynamic climate governing the Mellat Bank		
The society expect from the Mellat Bank to protect the environment	The pressure and demands of society on social responsibilities	5
The society expect from the Mellat Bank to help with job creation and deprivation elimination		
The society expect from the Mellat Bank to pursue national interests		
The friendly and respectful relationship between the Mellat Bank employees	Relationship between employees of branches with each other	6
The compassionate relationship between the Mellat Bank employees		
The importance of customer satisfaction for Mellat Bank employees	Shareholders satisfaction	7
The importance of shareholders satisfaction for Mellat Bank employees		

The importance of society satisfaction for Mellat Bank employees		
The importance of government and banking system satisfaction for Mellat Bank employees		
Transparency of decision-making process in Mellat Bank	Transparency of organizational processes	8
Transparency of work and legal process in Mellat Bank		
The quality of the relationship between the employees of Mellat Bank and the managers of the branches or the managers of the affiliated offices	Relationship between employees of branches with managers and supervisors	9
Employees' perceptions of supervisors compassion and concern to them		
The employees' belief in God's eternal supervision over actions	Employees' religious beliefs	10
The employees' belief in worldly and otherworldly punishment for immorality		
The workers' belief in this religious teaching that "like for yourself whatever you like for others, and vice versa"		
Mellat Bank employees' adherence to ethical principles	Employees' ethics	11
The existence of the culture of enjoining the good and forbidding the evil among the employees of Mellat Bank		
The heart and internal desire of employees to work in Mellat Bank	Employees' job motivation	12
Employees' hope to improve their job situation in the future		
The degree of employees' perception of justice governing the payroll system in Mellat Bank	Perceived organizational justice of the bank by employees	13
The degree of employees' perception of justice governing the interactions and inter-organizational relationships of Mellat Bank		
The degree of employees' perception of justice governing the policies and procedures of Mellat Bank		
Mellat Bank strategists sensivity to observe ethical principles in policy making	Bank's ethical policy making	14
Considering ethical principles as a key indicator in various current valuations of Mellat Bank		
Employees' hope to strengthen the Mellat Bank brand through ethics observance	Brand development	15

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Mellat Bank employees' efforts to tie the name of the bank with the concept of ethics in the minds of customers		
The existence of incentive items in Mellat Bank to comply with ethical principles	Punitive and incentive systems	16
The existence of punitive items in Mellat Bank to violate ethical principles		
Promoting ethics in the words of the managers and supervisors of Mellat Bank		
Promoting ethics with the actions and behavior of managers and supervisors of Mellat Bank	Managers being model	17
The high sensitivity of the managers and supervisors of Mellat Bank on ethics		
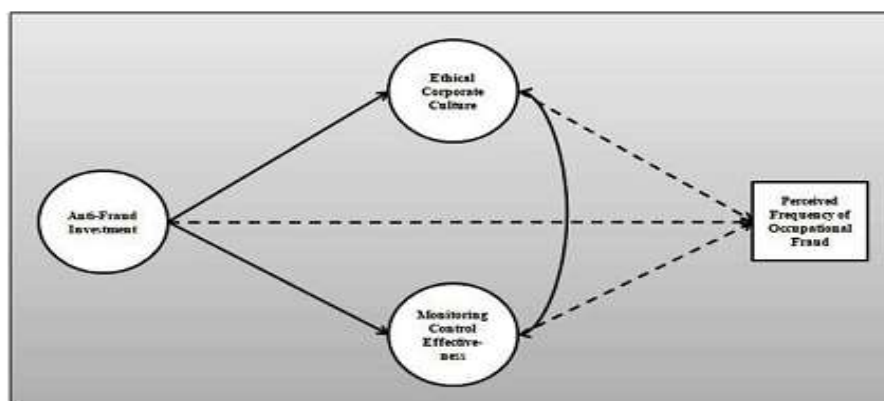
Figure 1. The role of ethical corporate culture in reducing occupational fraud (Joon et al., 2018)

A study titled "The Impact of Ethical Corporate Culture on Corporate Secrets Disclosure" was conducted. In this research, it was found that seven variables shaping the ethical corporate culture (including: clarity, behavioral congruency of management levels, feasibility, supportability, transparency, discussibility, and sanctionability) can influence the corporate information disclosure (Saira et al., 2017) (Fig. 2-4):
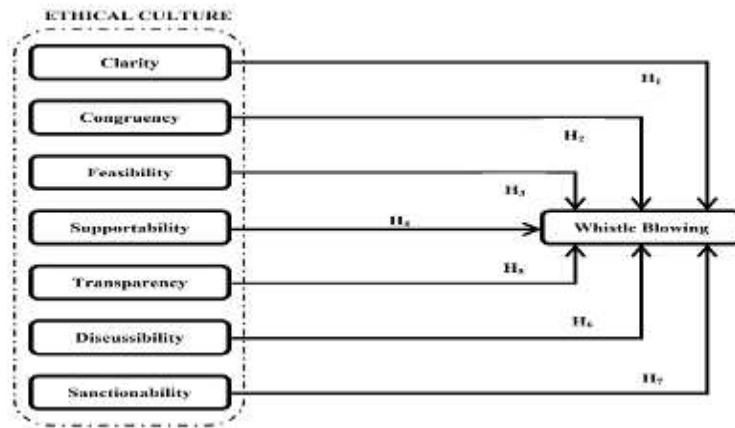
Figure 2. The effect of ethical culture on the disclosure of corporate secrets (Saira et al., 2017)

In another study titled "Ethical Corporate Culture: A Literature Review and Presenting the PP Model", the authors presented their model, called the PP model, while reviewing various models in the field of ethical corporate culture (Chandegani and Jari, 2016).
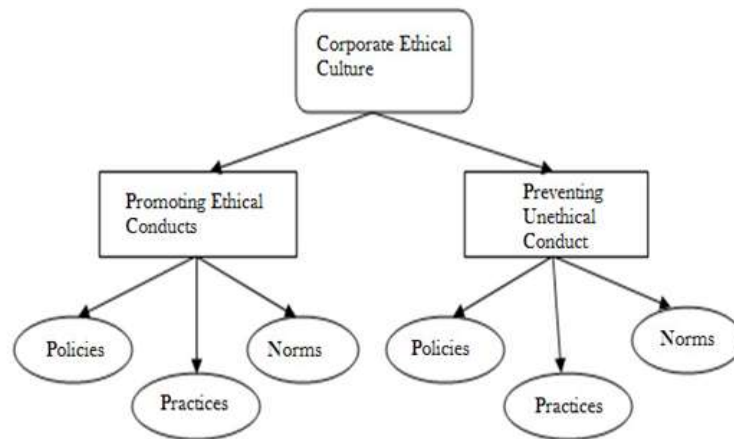

Figure 3. Ethical corporate culture model (PP model) provided by Chadegani and the Jari (2016)

IV.   METHODOLOGY

In the present study, two qualitative and quantitative stages have been used and the statistical population is different from each other regarding these two stages. In the qualitative stage, a team of experts in the field of organizational behavior and specifically the corporate culture including university professors and executives of the Mellat Bank (who dominate the issues of organizational behavior and culture) were selected and interviewed deeply to design the model based on the grounded theory methodology. The criteria for selecting individuals at this stage included: mastering the current state of human resources of the Mellat Bank, familiarity with the specialized issues of corporate culture and ethics, and the willingness to participate in research.

In the first stage, sampling was performed using snowball method and a total of 9 interviews were conducted. In the second phase, the number of Mellat employees was more than 100,000. However, according to Krejcey and Morgan table, at least 384 samples were required. Therefore, in a small quantitative, 500 samples were selected by stratified random sampling method from different provinces of the country and participated in the research. As a

result, at this stage, data was collected through a 51 items questionnaire based on the Likert five-point scale. In this study, Cronbach's alpha was used to assess the questionnaires reliability. For the questionnaires validity, three methods of face and content validity, and CVR were used, which are described below:

Equation 1:

$$CVR = \frac{n_E - \frac{N}{Y}}{\frac{N}{Y}}$$

In this case, n_E is the number of experts who responded to the required option, and N is the total number of experts. If the calculated value is larger than the CVR decision table value, the content validity of that item will be accepted.

Data analysis in the qualitative stage, was carried out based on grounded theory methodology. At this stage, the grounded theory qualitative method with an emerging approach (Glaser) was used to identify and design an ethical corporate culture model in Mellat Bank. By adopting an emerging approach (Glaser), this study intends to pursue its goals. Based on this approach, the three main steps of coding are: 1) open coding; 2) selective coding (the first and second steps are called real coding); 3) theoretical coding.

In the second stage, structural equation modeling and LISREL software were used for quantitative analysis of the data for fitness of the model. In general, this study will follow the flowchart below to achieve its end, which is, providing an ethical culture model in the Mellat Bank (Figure 4):
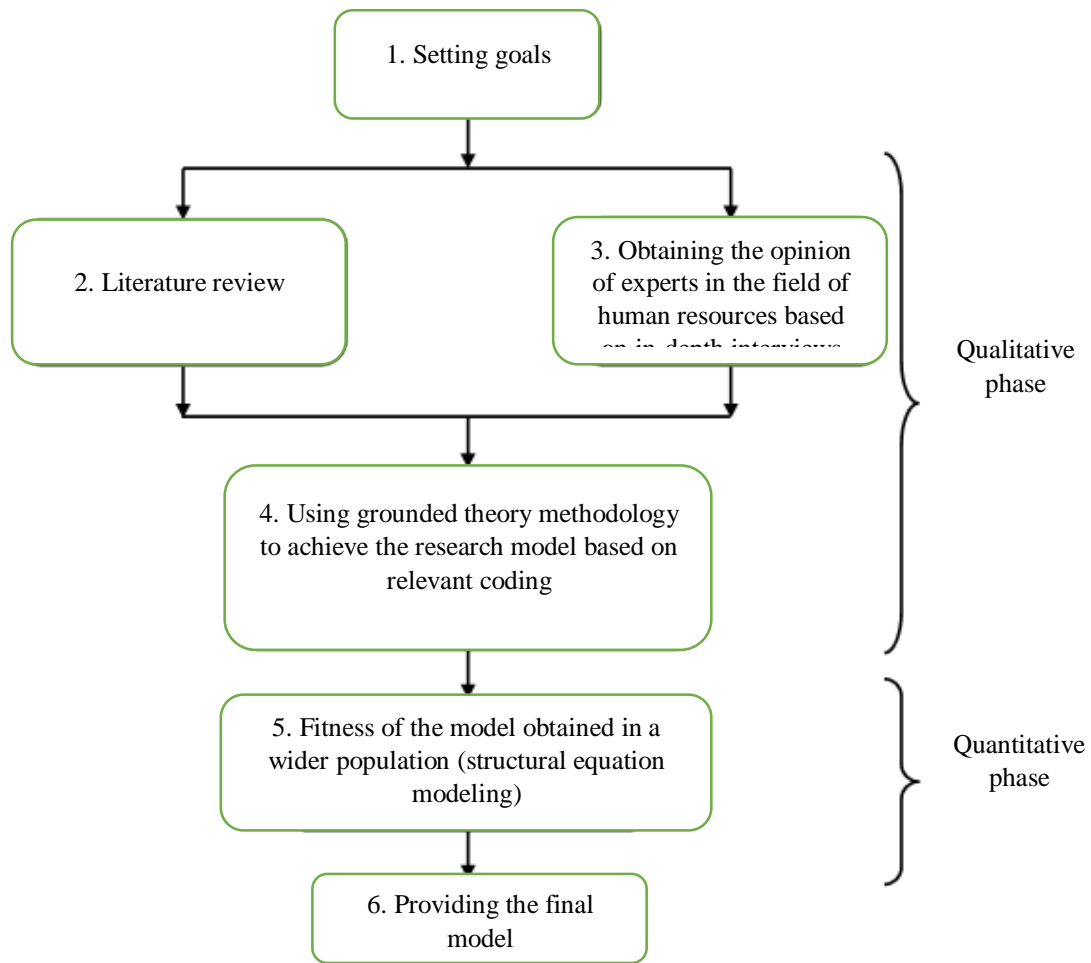
Figure 4. Process of conducting research

V. RESULTS

5.1 Qualitative phase results: designing a conceptual model

This stage of the analysis was related to identifying and extracting the basic concepts of the interviews content. Of the total 9 interviews, 109 basic concepts were extracted. 43 final concepts were identified after reviewing and putting together them and removing duplicate concepts. In the next step, more general groupings called "categories" were created with regard to the depth of identified concepts and identifying the similarities and differences between them, and the aligned and congruent concepts were included in these general categories. The outcome of this process was the identification of 17 main categories, which, along with the related concepts, can be seen in Table 1 of Appendix 1. At this stage of the analysis, the next important step was to put the identified categories on the paradigmatic model. This led to the identification of the conceptual model. This model can be seen in Figure 5.
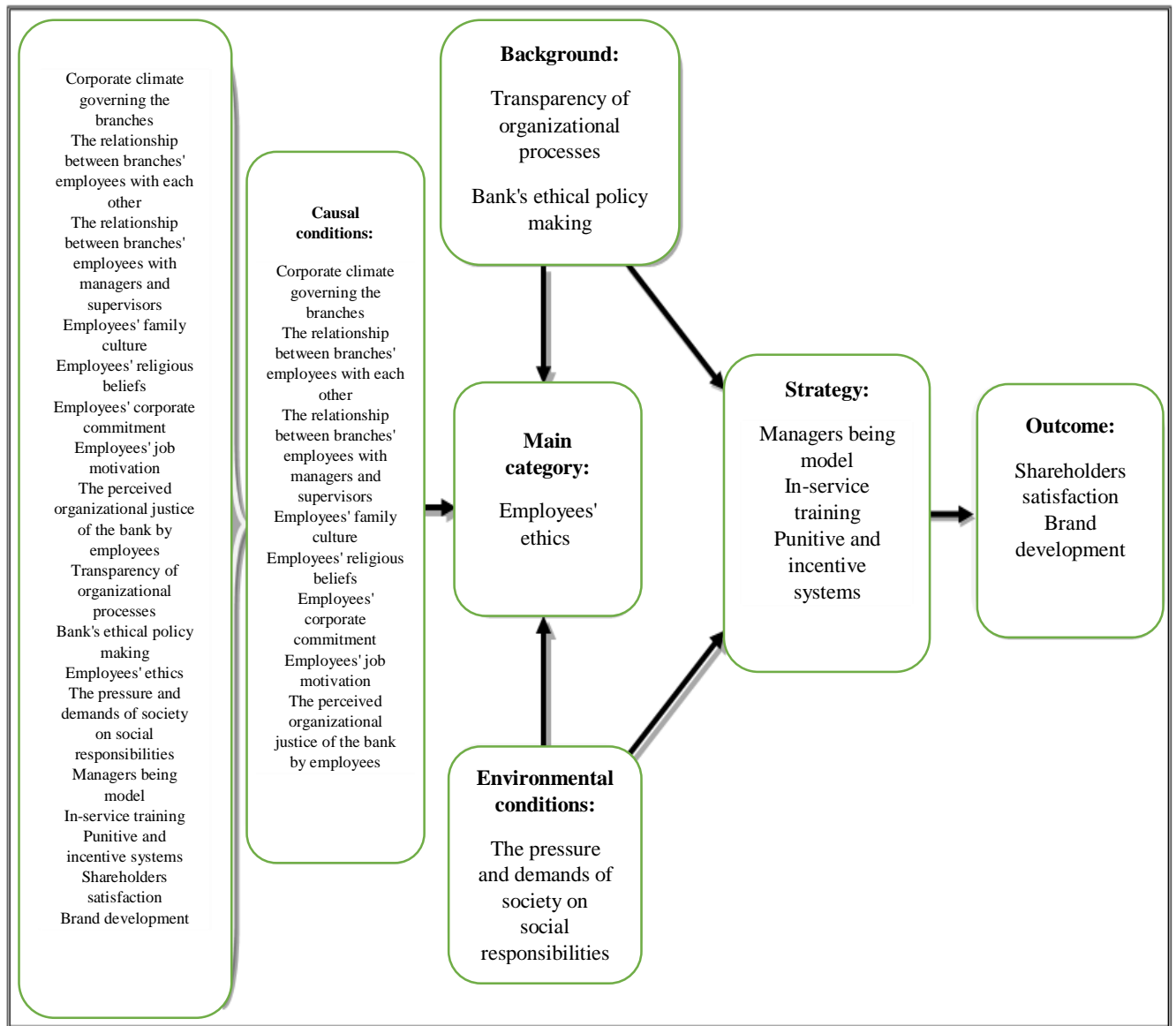
Figure 5. Conceptual model

5.1.1 Research hypotheses

The research hypotheses were proposed as follows, based on the above model:

In the following, we tried to test the research hypotheses and model using quantitative methodology.

1) Corporate climate governing the branches has a significant effect on employees' ethics in Mellat Bank.

2) The relationship between branches' employees with each other has a significant effect on employees' ethics in Mellat Bank.

3) The relationship between branches' employees with managers and supervisors has a significant effect on employees' ethics in Mellat Bank.

4) The employees' family culture has a significant effect on employees' ethics in Mellat Bank.

5) The employees' religious beliefs have a significant effect on employees' ethics in Mellat Bank.

6) The employees' organizational commitment has a significant effect on employees' ethics in Mellat Bank.

7) The employees' job motivation has a significant effect on employees' ethics in Mellat Bank.

8) The perceived organizational justice of the bank by employees has a significant effect on employees' ethics in Mellat Bank.

9) Transparency of organizational processes has a significant effect on employees' ethics in Mellat Bank.

10) The Bank's ethical policy making has a significant effect on employees' ethics in Mellat Bank.

11) The pressure and demands of society on social responsibilities have a significant effect on employees' ethics in Mellat Bank.

12) Transparency of organizational processes has a significant effect on the managers being model in Mellat Bank.

13) Bank's ethical policy making has a significant effect on the managers being model in Mellat Bank.

14) The pressure and demands of society on social responsibilities have a significant effect on the managers being model in Mellat Bank.

15) Transparency of organizational processes has a significant effect on in-service training in Mellat Bank.

16) Bank's ethical policy making has a significant impact on in-service training in Mellat Bank.

17) The pressure and demands of society on social responsibilities have a significant effect on in-service training in Mellat Bank.

18) Transparency of organizational processes has a significant effect on punitive and incentive systems in Mellat Bank.

19) Bank's ethical policy making has a significant effect on punitive and incentive systems in Mellat Bank.

20. The pressure and demands of society on social responsibilities have significant effect on punitive and incentive systems in Mellat Bank.

21) The managers being model has a significant effect on the shareholders satisfaction in Mellat Bank.

22) In-service training has a significant effect on the shareholders satisfaction in Mellat Bank.

(23) Punitive and incentive systems have a significant effect on the shareholders satisfaction in Mellat Bank.

24) The managers being model has a significant effect on brand development in Mellat Bank.

25) In-service training has a significant effect on brand development in Mellat Bank.

26) Punitive and incentive systems have a significant effect on brand development in Mellat Bank.

5.2 Quantitative phase results: hypothesis testing and fitness of the model

5.2.1 Examining the normal distribution of variables

The normal distribution of variables was investigated using Kolmogorov-Smirnov test and its results can be seen Table 2.

Table 2. Normal distribution of variables

Variable	Kolmogorov Smirnov	Significance	Status
Corporate climate governing the branches	1.245	0.333	Normal
The relationship between branches' employees with each other	3.751	0.089	Normal

The relationship between branches' employees with managers and supervisors	3.645	0.107	Normal
Employees' family culture	3.069	0.539	Normal
Employees' religious beliefs	2.428	0.058	Normal
Employees' organizational commitment	3.128	0.317	Normal
Employees' job motivation	3.624	0.099	Normal
The perceived organizational justice of the bank by employees	1.716	0.111	Normal
Transparency of organizational processes	1.881	0.074	Normal
Bank's ethical policy making	2.355	0.201	Normal
Employees' ethics	2.279	0.440	Normal
The pressure and demands of society on social responsibilities	3.642	0.581	Normal
Managers being model	1.816	0.068	Normal
In-service training	3.429	0.061	Normal
Punitive and incentive systems	2.817	0.608	Normal
Shareholders satisfaction	2.621	0.280	Normal
Brand development	2.519	0.477	Normal

The results of this test indicate that the significance level of the variables was greater than 0.05, so the data were normal.

5.2.2 Confirmatory factor analysis of research variables

The questionnaires reliability was measured by Cronbach's alpha test and the results of the test indicated that the questionnaires had the required reliability and accuracy. There are various methods to measure validity. In this research, given that the variables consist of several components, the confirmatory factor analysis test was used. KMO and Bartlett tests were used for confirmatory factor analysis. The outputs of these tests are presented in the following table.

Table 3. KMO and Bartlett tests for questionnaire questions

0.924	KMO test	
7111.306	χ^2	
656	Degree of freedom	Bartlett test
0.000	Sig	

According to Table 3, the KMO index value is 0.924 (more than 0.6), so the sample number (number of respondents) is sufficient for confirmatory factor analysis. Also, the significant level of the Bartlett test is less than

0.05, which indicates that the confirmatory factor analysis is appropriate for identifying the structure of the confirmatory factor model and the assumption of the correlation matrix to be known is rejected.

In the inferential analysis, the validity of the construct should be tested using a confirmatory factor analysis before testing the hypotheses. The fitness test in confirmatory factor analysis and path analysis, RMSEA index, or Root Mean Square Error Of Approximation is less than 8%, $\frac{x^2}{df}$ index is less than 3, and (GFH, CFL, IFI, NNFI) are higher than 90%. T-value of the significant coefficients of each variable is also greater than (+1.96) or smaller than (-1.96), the model has a good fitness or, in other words, has a reasonable approximation of population.

Table 4. Model variables abbreviations

Corresponding items in the questionnaire	Naming in software	Variable
1 to 3	Var1	Corporate climate governing the branches
4 to 6	Var2	The relationship between branches' employees with each other
7 to 9	Var3	The relationship between branches' employees with managers and supervisors
10 to 12	Var4	Employees' family culture
13 to 15	Var5	Employees' religious beliefs
16 to 18	Var6	Employees' organizational commitment
19 to 21	Var7	Employees' job motivation
22 to 24	Var8	The perceived organizational justice of the bank by employees
25 to 27	Var9	Transparency of organizational processes
28 to 30	Var10	Bank's ethical policy making
31 to 33	Var11	Employees' ethics
34 to 36	Var12	The pressure and demands of society on social responsibilities
37 to 39	Var13	Managers being model
40 to 42	Var14	In-service training
43 to 45	Var15	Punitive and incentive systems
46 to 48	Var16	Shareholders satisfaction
49 to 51	Var17	Brand development

5.2.3 Hypotheses testing and fitness of the model

First of all, the confirmatory factor analysis was used to evaluate the relationship between latent variables and their measurement items. Each research variable is the same latent variable. Each measurement item that forms the questionnaire questions is an observed variable. The measurement model (confirmatory factor analysis)

investigates the relationship between the items or the questionnaire questions with the structures. Then, the relationship between the factors was evaluated to test the hypotheses using structural model.

Since Cronbach's alpha is a traditional criterion for determining the structures reliability, a more modern PLS method than alpha called composite reliability (CR) is used. If the CR value for each structure is higher than 0.7, then it indicates an internal reliability for the measurement model and shows a value less than 0.6 indicates the lack of reliability. Based on the results, all variables are highly reliable and validated.

Convergent validity is the second criterion used for the fitness of measurement models in the PLS method. AVE criteria represents the average variance shared between each structure with its own indices. AVE indicates the degree of a structure correlation with its indices. The greater the correlation, the more is the fitness. The AVE value above 0.5 represents an acceptable convergent validity for all research variables.

5.2.3.1 Fitness of the general model (significant coefficients Z (t-values))

Several criteria are used to examine the fitness of structural models. The first criterion to measure the relationship between structures in a model is the criterion of t significance numbers, or t-values. The numbers should either be greater than 1.96 or less than -1.96 so that the validity of the relationship between the structures and the research hypotheses can be confirmed at 95% confidence level. It should be noted that the t-values only show the accuracy of the relationships and the severity of the relationship between the structures cannot be measured by them.
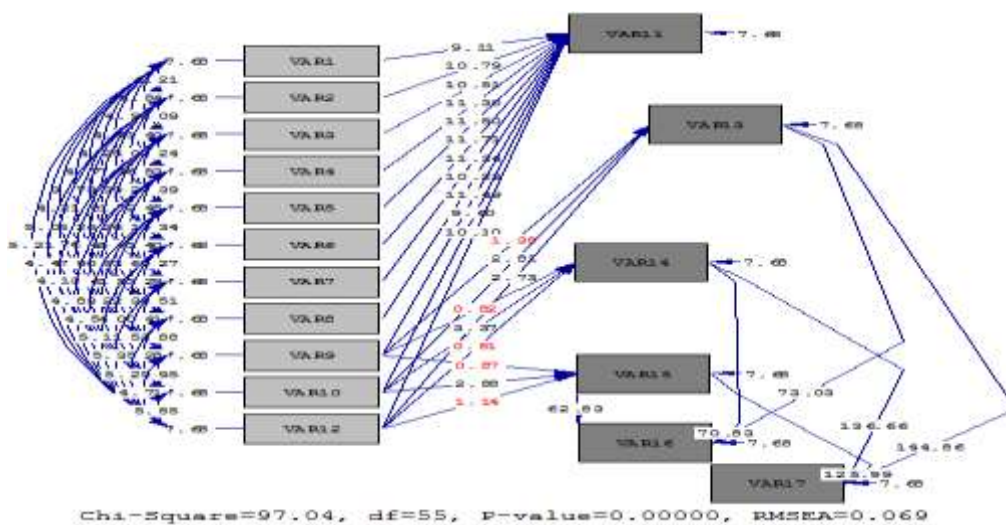

Figure 6. The fitted model with significance coefficients Z (t-values)

The significance coefficients of the model paths indicate whether the research hypotheses are significant or not? If the coefficient of significance of the path between the two variables is greater than 1.96 or less than 1.96, then the significance of the effect of these two variables is 95% confidence level and the hypothesis is confirmed. As a result, all hypotheses except hypotheses 9, 12, 14, 15 and 16 were confirmed.

VI.   6. CONCLUSIONS AND RECOMMENDATIONS

In the final stage of the qualitative stage, the categories derived from open and axial coding should be placed on the paradigmatic model. The result formed the basic model of research that can be seen in Fig. 7:
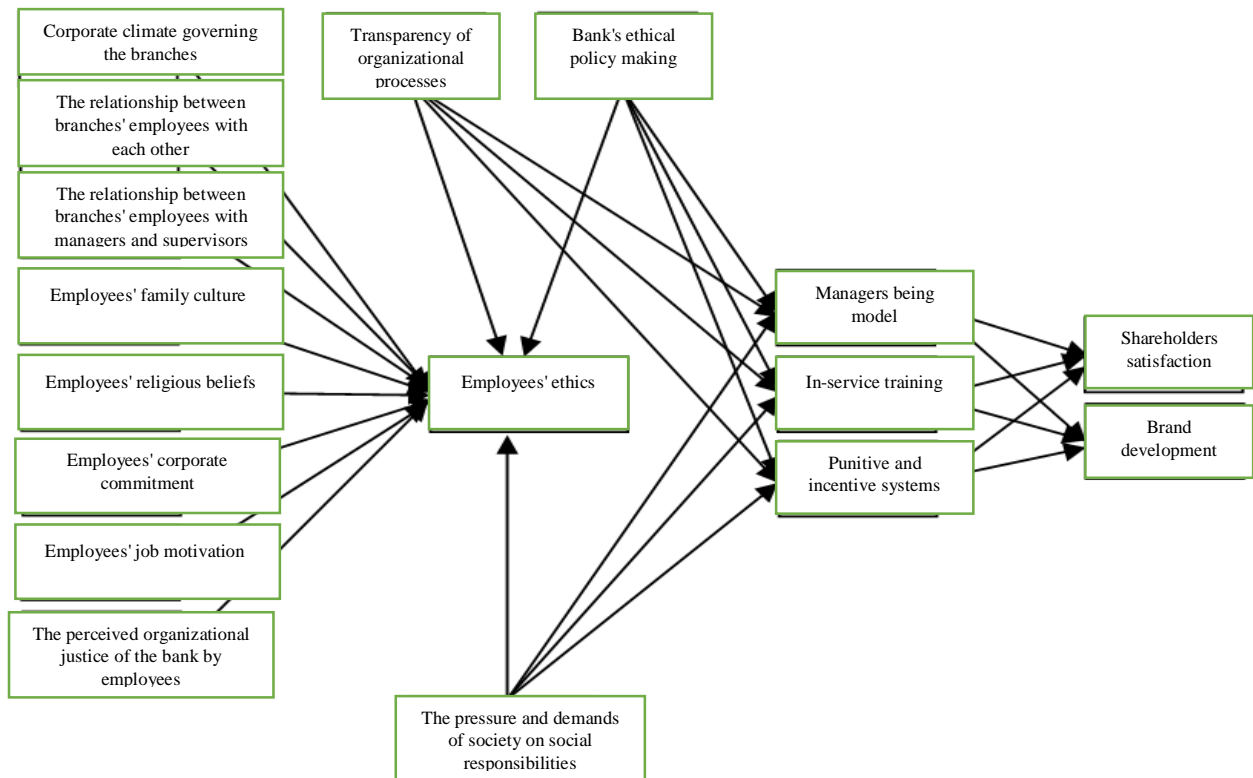

Figure 7. Conceptual model derived from the research qualitative phase (researcher-made)

6.1 The results of the hypotheses testing

After designing the basic conceptual model and to ensure its structure, it was necessary to examine the internal relationships of the model using quantitative methodologies. For this purpose, based on the hypothesized relationships in the model, 26 hypotheses were proposed and in the quantitative stage of the research, the validity of these hypotheses was examined.

In the first hypothesis it was claimed that the corporate climate of the branches has a significant effect on employees' ethics in the Mellat Bank. The path analysis between these two variables indicated that the significant number of the path between them was 9.11, and since this value was greater than 1.96, the hypothesis was confirmed.

In the second hypothesis it was claimed that the relationship between branches' employees with each other has a significant effect on employees' ethics in the Mellat Bank. The path analysis between these two variables indicated that the significant number of the path between them was 10.79, and since this value was greater than 1.96, the hypothesis was confirmed.

In the third hypothesis it was claimed that the relationship between branches' employees with managers and supervisors has a significant effect on employees' ethics in the Mellat Bank. The path analysis between these two variables indicated that the significant number of the path between them was 10.51, and since this value was greater than 1.96, the hypothesis was confirmed.

In the fourth hypothesis it was claimed that the employees' familial culture has a significant effect on employees' ethics in the Mellat Bank. The path analysis between these two variables indicated that the significant number of the path between them was 11.30, and since this value was greater than 1.96, the hypothesis was confirmed.

In the fifth hypothesis it was claimed that the employees' religious beliefs has a significant effect on employees' ethics in the Mellat Bank. The path analysis between these two variables indicated that the significant number of the path between them was 11.80, and since this value was greater than 1.96, the hypothesis was confirmed.

In the sixth hypothesis it was claimed that the employees' organizational commitment has a significant effect on employees' ethics in the Mellat Bank. The path analysis between these two variables indicated that the significant number of the path between them was 11.71, and since this value was greater than 1.96, the hypothesis was confirmed.

In the seventh hypothesis it was claimed that the employees' job motivation has a significant effect on employees' ethics in the Mellat Bank. The path analysis between these two variables indicated that the significant number of the path between them was 11.80, and since this value was greater than 1.96, the hypothesis was confirmed.

In the eighth hypothesis it was claimed that the perceived organizational justice of the bank by employees has a significant effect on employees' ethics in the Mellat Bank. The path analysis between these two variables indicated that the significant number of the path between them was 10.29, and since this value was greater than 1.96, the hypothesis was confirmed.

In the ninth hypothesis it was claimed that the transparency of organizational processes has a significant effect on employees' ethics in the Mellat Bank. The path analysis between these two variables indicated that the significant number of the path between them was 11.49, and since this value was greater than 1.96, the hypothesis was confirmed.

In the tenth hypothesis it was claimed that the bank's ethical policy making has a significant effect on employees' ethics in the Mellat Bank. The path analysis between these two variables indicated that the significant number of the path between them was 9.60, and since this value was greater than 1.96, the hypothesis was confirmed.

In the eleventh hypothesis it was claimed that the pressure and demands of society on social responsibilities has a significant effect on employees' ethics in the Mellat Bank. The path analysis between these two variables indicated that the significant number of the path between them was 10.10, and since this value was greater than 1.96, the hypothesis was confirmed.

In the twelfth hypothesis it was claimed that the transparency of organizational processes has a significant effect on managers being model in the Mellat Bank. The path analysis between these two variables indicated that the significant number of the path between them was 1.38, and since this value was smaller than 1.96 and larger than -1.96, the hypothesis was not confirmed.

In the thirteenth hypothesis it was claimed that the bank's ethical policy making has a significant effect on managers being model in the Mellat Bank. The path analysis between these two variables indicated that the significant number of the path between them was 2.81, and since this value was greater than 1.96, the hypothesis was confirmed.

In the fourteenth hypothesis it was claimed that the pressure and demands of society on social responsibilities has a significant effect on managers being model in the Mellat Bank. The path analysis between these two variables indicated that the significant number of the path between them was 2.73, and since this value was greater than 1.96, the hypothesis was confirmed.

In the fifteenth hypothesis it was claimed that the transparency of organizational processes has a significant effect on in-service training in the Mellat Bank. The path analysis between these two variables indicated that the significant number of the path between them was 0.82, and since this value was smaller than 1.96 and larger than -1.96, the hypothesis was not confirmed.

In the sixteenth hypothesis it was claimed that the bank's ethical policy making has a significant effect on in-service training in the Mellat Bank. The path analysis between these two variables indicated that the significant number of the path between them was 3.37, and since this value was greater than 1.96, the hypothesis was confirmed.

In the seventeenth hypothesis it was claimed that the pressure and demands of society on social responsibilities has a significant effect on in-service training in the Mellat Bank. The path analysis between these two variables indicated that the significant number of the path between them was 0.81, and since this value was smaller than 1.96 and larger than -1.96, the hypothesis was not confirmed.

In the eighteenth hypothesis it was claimed that the transparency of organizational processes has a significant effect on punitive and incentive systems in the Mellat Bank. The path analysis between these two variables indicated that the significant number of the path between them was 0.87, and since this value was smaller than 1.96 and larger than -1.96, the hypothesis was not confirmed.

In the nineteenth hypothesis it was claimed that the bank's ethical policy making has a significant effect on punitive and incentive systems in the Mellat Bank. The path analysis between these two variables indicated that the significant number of the path between them was 22.88, and since this value was greater than 1.96, the hypothesis was confirmed.

In the twentieth hypothesis it was claimed that the pressure and demands of society on social responsibilities has a significant effect on punitive and incentive systems in the Mellat Bank. The path analysis between these two variables indicated that the significant number of the path between them was 1.14, and since this value was smaller than 1.96 and larger than -1.96, the hypothesis was not confirmed.

In the twenty-first hypothesis it was claimed that the managers being model has a significant effect on shareholders satisfaction in the Mellat Bank. The path analysis between these two variables indicated that the significant number of the path between them was 73.03, and since this value was greater than 1.96, the hypothesis was confirmed.

In the twenty-second hypothesis it was claimed that in-service training has a significant effect on shareholders satisfaction in the Mellat Bank. The path analysis between these two variables indicated that the significant number of the path between them was 73.83, and since this value was greater than 1.96, the hypothesis was confirmed.

In the twenty-third hypothesis it was claimed that punitive and incentive systems have a significant effect on shareholders satisfaction in the Mellat Bank. The path analysis between these two variables indicated that the significant number of the path between them was 62.83, and since this value was greater than 1.96, the hypothesis was confirmed.

In the twenty-fourth hypothesis it was claimed that managers being model has a significant effect on brand development in the Mellat Bank. The path analysis between these two variables indicated that the significant number of the path between them was 114.86, and since this value was greater than 1.96, the hypothesis was confirmed.

In the twenty-fifth hypothesis it was claimed that in-service training has a significant effect on brand development in the Mellat Bank. The path analysis between these two variables indicated that the significant number of the path between them was 136.66, and since this value was greater than 1.96, the hypothesis was confirmed.

In the twenty-sixth hypothesis it was claimed that punitive and incentive systems have a significant effect on brand development in the Mellat Bank. The path analysis between these two variables indicated that the significant number of the path between them was 125.99, and since this value was greater than 1.96, the hypothesis was confirmed.

Accordingly, the final model of the research (based on confirmed hypotheses) was designed as follows:
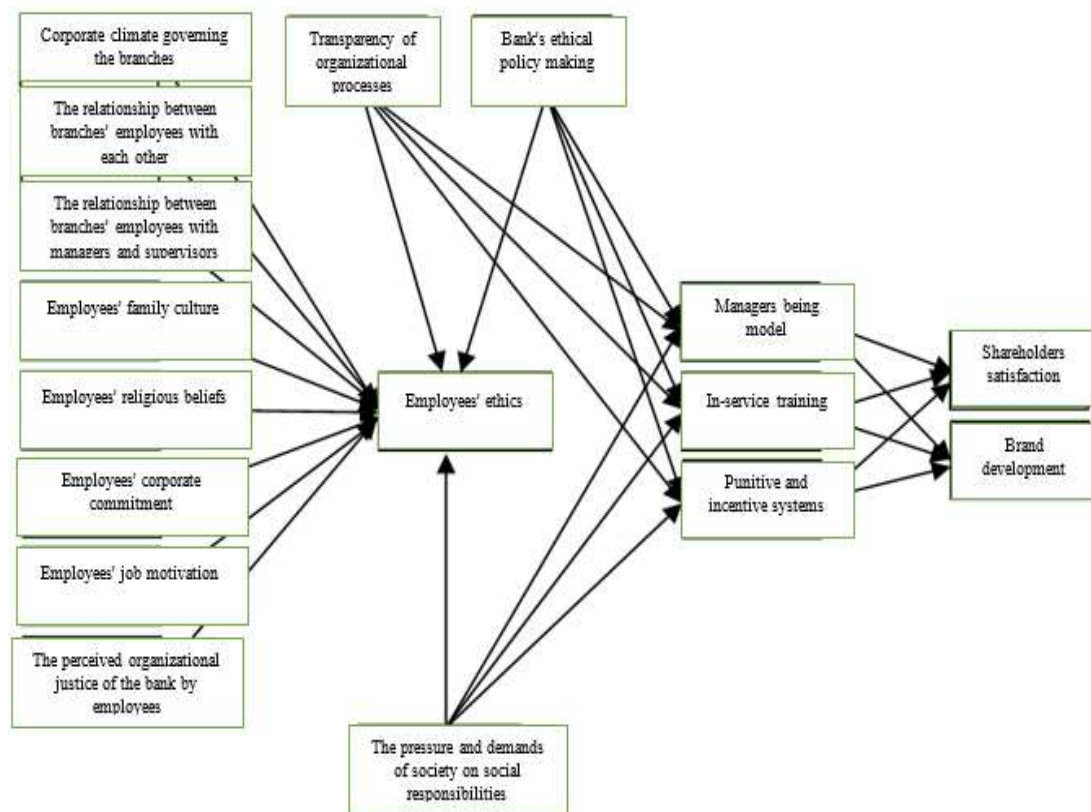

Figure 8. The final model of research

6.2 Executive recommendations from the research results

Based on the results of research qualitative and quantitative phases and in order to strengthen the ethical culture in Mellat Bank, the following recommendations are presented:

- It is recommended an attempt always be made to make the climate of the Mellat Bank positive and constructive.

- It is recommended that employees have a sincere, compassionate and respectful relationship with each other in Mellat Bank.

- It is recommended that employees have a sincere and respectful relationship with their managers and supervisors in Mellat Bank with.

- This ethical culture and motto to be promoted among employees and managers of the Mellat Bank so that they are encouraged to always try to like for others what they like for themselves too.

- This ethical culture and procedure to be promoted among employees and managers of the Mellat Bank so that they always try to extend a positive image of Mellat Bank in the society.

- An attempt always to be made to base policies and procedures on justice in the Mellat Bank.

- An attempt always to be made to make the decision process transparent and clear in the Mellat Bank.

- An attempt always to be made to consider the observance of ethical principles as a key indicator in the common assessment of the Mellat Bank.

- An attempt always to be made to consider the observance of ethical principles as a value in Mellat Bank.

- It is recommended that Mellat Bank plan and execute positive measures to protect the environment.

- It is recommended that the Mellat Bank design and implement positive measures to assist in job creation and deprivation elimination.

- It is recommended that the Mellat Bank plan and execute positive measures for national interests.

- It is recommended that the managers and supervisors of the Mellat Bank promote ethics in their speeches.

- It is recommended that managers and supervisors of the Mellat Bank have a great deal of sensitivity to the ethics of their subordinates.

- It is recommended that periodic classes be held on organizational citizenship behavior for employees in Mellat Bank.

- It is recommended that cash rewards be considered for compliance with ethical principles by employee in Mellat Bank.

- It is recommended that non-cash rewards be considered for compliance with ethical principles by employee in Mellat Bank.

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