ROLE OF ETHICS IN DECISION MAKING IN PUBLIC AND PRIVATE ORGANIZATIONS

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Abstract

Ethics is a relatively new field, which has recently been treated with great interest by many authors. This is also due to the fact that it is related to other areas of the economy, and not only. High-intensity business development has increased the attention of the contenders to pay attention to the way they behave during their work, activities and business activities. For Robin and Reidenbach (1987), business ethics requires the organization or individual to behave in accordance with the rules of thought of moral philosophy. Managers are considered the persons who carry most of the responsibility in an organization.

Keywords: ethics, decision making, organizations, public, private.

1. INTRODUCTION

The main purpose of this research paper is to research and compare the decision-making that takes place mainly in public organizations and making them comparable to those of the private sector regarding ethics in our countries, how many% of employees comply with ethics standards, regulations and established or prescribed laws. Our purpose in this research paper is to highlight why individuals need it for making decisions in the business environment and why it is necessary for them to make these decisions daily.

Working for a prestigious company though it requires you to ask for an ethical model or setting a framework when making these decisions, business ethics outlines the rules and shows how employees should behave and what we are left with is to research that since whether ethical decisions were made or respected by the employees of that company, we will infer from this research whether the ethical rules set by the superiors are fulfilled, whether the best decisions are possible for both the company and the employees.

Stricter choices made and business ethics can help a company make better business opportunity choices. Ethical decision making in business often requires the company to identify ethical standards as often understood to be different things i.e. different decisions for different people. If an organization is constantly growing and expanding it will have new people or workers, and the question arises whether they will have the same ethical standards as those already in office.

There are five types of ethical standards: utilitarian, rights, justice, common good and virtue. Utilitarian ethics is a standard that strives to do the best and limit the amount of harm to each individual. A rights approach protects and respects the individual's moral rights influenced by decisions. The right or just style seeks to create equality for all individuals.

The common good is to improve society as a whole. Virtue is a tactic that focuses on the ideal virtues needed to foster individuals for the company.

Ethics in the public sector is a broad topic commonly regarded as a branch of political ethics. In the public sector, ethics treats the basic premises of the task of public administration as "guardianship" to the public. In other words, it is the moral justification and consideration for decisions and actions made when performing daily tasks when working to provide general services to governmental and nonprofit organizations.

Ethics is defined as, among other things, the set of appropriate moral codes of conduct corresponding to the ideology of a particular society or organization (Edward). Differences between public organizations and the private sector have been proposed to lead to different perceptions, principles and ethical judgments. In this study we will also present the levels of ethics decision making: Terry Cooper is an often-cited author in the field of ethics in public administration.

His book, The Responsible Administrator, is an in-depth attempt to bridge the philosophical points of ethics and complex public administration work. While not revolutionary, his work has become a focal point around which ethical decision-making in the public sector has become. In "The Responsible Administrator", he points out that public administrators make decisions every day based on a specific four-level process. These levels are (Alexander, 2005; Alexander, Ferzan, 2009; Brook, 2007; Doucet, 2013; Halstead, 2016):

- Expressive Level: At this stage, a person responds to a situation with "spontaneous, reflective expressions of emotion ... that neither give an answer nor attempt to persuade others".

- Level of Moral Rules: This is the first level at which we begin to question actions and begin to look for alternatives and consequences. Responses at this level are often built on "the moral rules we gain through the process of socialization from our families, religious affiliations, education, and personal experiences".

- Level of Ethical Analysis: There are times when a personal moral code may seem inappropriate for the situation, or the alternatives and consequences will not feel right. When this happens, a person has entered this level and begins to consider his or her ethical principles, or "statements about the behavior or condition of being necessary for the fulfillment of a value, but clearly linking a value with a general way of operating".

- Post-Ethical Level: At this level, questions arise about the human view of the world and human nature, how we know nothing about being true, and do not know the meaning of life. Here is a philosophical examination of why ethical standards are important and relevant to the individual.

2. IMPLEMENTATION OF ETHICS DECISION MAKING IN THE PUBLIC AND PRIVATE SECTORS

From the above we come to the conclusion that ethics has a primary role in public administration. If ethics is not just a principle written on paper but is enforced by public administration employees then we will have an administration in place that offers its public the best service by always standing by it.

Every individual, regardless of his or her hierarchical position in society, must be ethical in behavior and action. The term ethics is found everywhere, such as professional ethics, media ethics, business ethics, which refers to the rules, principles and standards that guide the behavior and actions of business organizations. But the core in all of these areas is ethical responsibility and how to adhere to it, combined with social responsibility.

The role and importance of ethics appears not only in public administration but also in the impact ethics has on society such as (Rasmussen, 2012; Schaffer, 2012a; Suikkanen, 2004; Walen, 2014):

- Unethical behavior has serious consequences for the individual who conducts the behavior but also for others affected by it;

- Ethical behavior leads to positive results;

- Serves as a model for the individual and others;

- Ethical or unethical behavior affects professional careers,

- Ethical behavior in itself carries important values for society.

Public administration is based and built on certain principles and rules of a legal nature. Public administrators face numerous decisions that affect the whole society. Ethical decision making takes shape from the institutional context. It also demonstrates the restructuring of the public service, undertaken in order to

improve managerial efficiency by bringing market discipline and mediation to them, can cause undesirable ethical outcomes. "Governments may have to decide if there is an oblique implication between ethics and efficiency and if so, where the appropriate balance is found.

Public administrators need to ensure that impartial decisions are a key element of ethical behavior. These decisions, in a democracy, cannot and should not be replaced by systems of increasingly rigid rules. The human element cannot be avoided. This implies that the political environment that conditions the daily work of public administration is never static. One of the requirements of modern life is adapting to changes and revising results based on original principles.

Decision-making elements may vary from time to time and country to country, so an appropriate balance must be struck between the requirement to be accountable to (government, parliament and the public), hierarchy, effective administration, principles of elaborate practice. From liberal democracies, and the values of politicians, officials and citizens. The duties of administrators in the new millennium are expected to be tasks of increasing excellence: they take into account all the relevant factors and neglect the unnecessary details furthermore, in many cases, they make decisions to put complex and ambiguous situations in place. Contexts that are expected to become increasingly clear.

The primary role of ethics in public administration is the same for other countries and not only in our own countries, but only the way of applying and "adhering" to this principle differs. As I shall elaborate below from the analysis of this paper, we conclude that the more democratic a country is, the more it adheres to the principles governing public administration, the laws, the constitution, and ethics. In these countries, public administration is not only in the hands of a small group of individuals but of the whole of society. All of this is done by being ethical as an individual first and then by applying the code of ethics, values, ethical standards, we recognize that ethics is the "key" to a successful administration.

So far we have talked about ethics and its importance in public administration where we have identified it as an indispensable tool without which public administration would not have meaning and life. Speaking of ethical theory, they are divided into two directions, where the first direction takes the heteronomous approach. According to this ethical attitude morality derives from a higher instance, from absolute truth, and in this context represents absolute value. According to this grouping, morality is another aggregate state of religion.

The second direction takes the autonomous approach. Autonomous ethics demands the genesis of morality in man, an attitude espoused by materialists, nihilists, and others. According to this perspective only man is the criterion of all things that are peaceful and unstable. From what we have said so far according to autonomous ethics it turns out that judgments, principles and values are derived from experience, consciousness, ethical memory and not unexpected things that can happen along the way without knowing the individuals themselves. As a result they are of a relative nature are transient and of no great importance to the individual.

On the basis that if within the moral life of man greater importance is given to reason, emotions, will, or experience, autonomous theory has generated theories which in science, life, and moral knowledge give reason (rationalist theory), will (theory-evolutionary), feelings (emotivism theory) and experience (empiricist theory). So according to this theory some other principles take on importance and were not merely transient and unimportant things as was the case with the previous theory. Individuals are different and consequently not only the ideas, desires, behaviors, but also the purpose of the actions they have initiated have changed. Ethical doctrines are divided into: utilitarian, eudaemonist, hedonistic, perfectionist.

According to utilitarian ethics, the greatest good comes from profit (which can be of various forms), interest and no other principles. Eudaemonist ethics is a notion used by Aristotle. According to him the highest degree is the ultimate goal or achievement of the telos which means the highest purpose and this telos is "happiness". Happiness, according to him, is closely linked to ethics, and we can place a mark of equality or equivalence between them. Happiness, inner peace is achieved when you are ethical. Hedonistic ethics teaches us that bodily, biological, physical, etc. pleasures are finite good.

Perfectionist ethics presents us with another approach that believes in the perfection of things. They aim for a perfect world, perfect life and perfect society etc. From the foregoing, we conclude that achieving and applying ethics anywhere and everywhere is possible. Ethics has been and remains a major issue and of particular importance to humanity.

Organizations have dedicated resources and the CEO, COO, and CFO control many of these. In decision-making, resource sharing policy debates often involve balancing needs, some of which can compete:

employment, protection, intrinsic values, recreation, and, for example, status and social power. While we can conceive of a wide variety of value types, policy and solution debates seek to understand how things are actually valued by different people.

Few of the work on stakeholder values have been empirically based on this point. Identifying the values being promoted and the sources of these values can facilitate decision-making management and conflict resolution between groups, both within decision-making and in disputes over inter-organizational resources.

A variety of methods are possible to evaluate different types of stakeholder values. Some values can be quantitative in nature. However, there are a range of intrinsic values that have been variously referred to as non-commercial, non-quantitative and non-market values. Intrinsic values are often associated with what behaviors call "higher needs" that is trust, motivation, empowerment, success, relationships, and influence. Within management decision-making, people are the only real source of an organization.

Decision making are those who create and implement ideas. Without them, nothing would exist: there would be no memory, no strength and no advantage. And the task, and most essential of these is the right to do a great job along with the task of doing it with pleasure Stakeholders have a positive and negative impact on decision making.

One of the most common ways to examine the impact of stakeholder participation in decision making is through empirical studies. Sometimes these observations are based on decision-making and / or post-evaluation. Not all decisions are considered successful in their outcomes. It should be considered equally important to analyze why decision-making was not as successful as expected and to produce results where stakeholder participation, especially in the implementation phase, could have helped to avoid some of the mistakes made.

The research undertaken by McManus surveyed executives on their thoughts on why decision-making should succeed. The findings suggest the three main reasons why a decision-making will succeed are stakeholder engagement, executive management support, and a clear statement of requirements. Without them, the chance of failure increases significantly. The other conclusion of this research is that a high percentage of CEOs believe there is more failure in decision making attributable to mismanagement of stakeholders than any other factor.

Lack of stakeholder support forces decision makers into the disorder and in worst cases leads to neglected or not followed up decisions. Why? Because most decision-making is not self-contained or self-reliant, stakeholders need to be supported to provide support. To continue to provide what the decision maker needs, external stakeholders may require a certain return from the decision maker. In short, it is the decision maker's dependence on outside stakeholders for favors (e.g. resources) that give those involved leverage over a decision maker. In implementing this point, power and influence play a large part.

Power can be defined as "the defined structural potential for taking favorable measures in relationships where interests are opposed". Power is structurally determined in the sense that the nature of the relationship that it is, who depends on whom and how much defines who as power. There is some evidence to suggest that managers have no influence or power over key stakeholders. Initially, their problems stemmed from poor perception and political issues that damaged relations with the community of external stakeholders, which are not addressed at the beginning of the decision-making life cycle (Nichev, 2009; Terziev, Bogdanova, Kanev, Georgiev, 2019).

3. CONCLUSION

Work ethic continues to dominate public policy and cultural beliefs about social welfare and citizenship, despite the role this ideology plays in perpetuating inequality. Recognizing the moral and ethical contradictions of productivity as a social imperative, various marginal groups have questioned the prevailing work ethic.

This article marches on historical and ethnographic data to shed light on the work ethic, its implementation, the inherent contradictions and resistance caused by a marginal, modern Bohemian social type. By choosing to minimize paid work time, Bohemians resist economic, cultural, existential and political imperatives to prioritize productive work. Moreover, their work ethic challenges the way activity and time are commonly valued, embodying a critique of the work world (Petrov, Georgiev, 2019a; Georgiev, 2019b).

Also in this paper we have considered what we perceive as the main challenges facing the theory of virtue if it will be useful in the field of applied ethics, and in response, we have tried to go some way towards developing a better version.

The theory of virtue that is able to meet these challenges. In response to the demand that a moral theory should be able to tell us something about what we should and should not do, we have argued that characterizing the theory of virtue, as it relates to character rather than action, is wrong, and that ethics of virtue can concern themselves with the questions of what makes a right or wrong action.

The second requirement is that in addition to providing situation-specific and local solutions to the moral dilemmas raised by particular cases - something that virtue ethics usually do very well - a moral theory must also be able to produce rules and principles general cases to which cases that are relevant are similar (and able to explain why they are relatively similar).

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