

## **INDIVIDUAL ETHICS IN THE CONTEXT OF MODERN ORGANIZATIONS**

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### **ABSTRACT**

Individual ethics in modern organizations are a fundamental aspect that affects work culture, team effectiveness, and organizational reputation. This research aims to analyze the role of individual ethics in shaping a productive and sustainable work environment. Using a qualitative approach with a literature study method, this study examines the factors that affect individual ethics, ethical models in organizations, and ethical principles that need to be applied. The results of the study show that individual ethics are closely related to motivation, ability, role perception, and situational factors in the organization. The MARS (Motivation, Ability, Role Perception, Situational Factors) model is used to understand the interconnectedness between these factors in shaping an individual's ethical behavior in the workplace. In conclusion, the application of strong individual ethics contributes to the success of an organization and increases its competitiveness. Therefore, organizations need to create systems that support the development of individual ethics through policies, training, and organizational culture that are based on ethical values.

Keywords: Individual ethics, modern organization, work culture, MARS Model, ethical behavior

### **INTRODUCTION**

Humans are social creatures who always need interaction with their environment. This interaction requires wisdom and understanding of ethical values in order to create a harmonious relationship. In an organizational environment, individual ethics play an important role in forming a productive and sustainable work culture (Trevino & Nelson, 2016; Wibowo, 2019). Organizations that have individuals with good ethics tend to be more developed and have high stability. Therefore, the understanding of individual ethics in modern organizations is a crucial study.

In the context of modern organizations, individuals are required not only to have technical skills, but also attitudes and behaviors that reflect professional ethics. An individual who has high integrity will be more trusted by colleagues and superiors. This can increase the effectiveness of teamwork and reduce conflict in the work environment. In addition, with strong ethical norms in the organization, the risk of breaking rules and actions that are detrimental to the organization can be minimized. Therefore, the discussion of individual ethics in the organization is important to understand how these values can be applied consistently in various work situations.

Ethics in an organization also plays a role in building an organization's reputation in the eyes of the public. Companies or institutions that are known to have high ethics tend to be more trusted by customers, business partners, and the wider community. Therefore, organizations need to create a culture that supports the application of individual ethics, from the hiring process, training, to employee performance evaluation. Thus, individual ethics are not only a moral norm, but also a strategic factor in the management of modern organizations.

### **METHODS**

This study uses a qualitative approach with a literature study method. Data is collected from a variety of sources, such as scientific journals, books, and academic websites. The analysis technique used is descriptive analysis by referring to individual and organizational ethical concepts from various scientific perspectives.

## RESULTS AND DISCUSSION

### *The Meaning and Importance of Ethics in Organizing*

Ethics is a moral principle that governs individual behavior in the social and organizational environment. Ethics in an organization serve as a guideline for individuals in making decisions and interacting with fellow members of the organization. Values such as honesty, responsibility, and fairness are the main cornerstones in creating a conducive work environment (Ferrell, Fraedrich, & Ferrell, 2019; Purba, 2021). In addition to serving as a guideline for behavior, ethics in the organization also play a role in forming a healthy work culture. Organizations that uphold ethics tend to have higher levels of job satisfaction among their employees. This is due to the sense of justice, openness, and mutual respect in the organization. With strong ethics, companies or institutions can also avoid various forms of irregularities such as corruption, abuse of authority, and discriminatory actions.

Ethics is an attitude and behavior that shows a person's willingness and ability to consciously obey the rules and norms of life that apply in a community group or an organization. Organizational ethics emphasizes the need for a set of values that each member implements. These values are related to the regulation of how to behave and behave properly such as respect, honesty, fairness, and responsibility. These sets of values are usually used as a reference and are considered as ethical and moral principles.

In the life of an organization, there are various problems whose solutions have moral and ethical implications. There are ways of solving that are morally and ethically acceptable but there are also those that cannot be accounted for. Methods that are morally and ethically acceptable are the right way and vice versa, methods that cannot be accounted for are called wrong methods. In the practice of organizational life there is no absolute benchmark of right and wrong. This is inseparable from various factors such as religion, culture and social. The understanding of right and wrong is what underlies the need for ethics in organizations, which is to help give the right meaning to the life of the organization.

Some of the reasons why moral and ethical norms are needed in organizations include:

- a. because ethics is related to human behavior. It concerns the application of a set of noble values in acting for the life of a person and an organization, and concerns the principles that are the basis for the realization of these values in the various relationships that occur between humans and the environment.
- b. In order to follow an orderly social life, humans need agreements, understanding, principles and other provisions that concern behavior patterns. Ethics provides solid principles in behaving so that life in the organization is more meaningful. Each form of cooperation is based on a mutually agreed agreement.
- c. because human dynamics with all their consequences, both moral and ethical norms, need to be analyzed and reviewed, this is intended to remain relevant in enriching the meaning of the life of individuals, groups, organizations and the wider community which in turn facilitates interaction between humans.
- d. the importance of ethics in today's modern era is more clearly seen when it is remembered that ethics shows humans the essential value of social life with religious beliefs, life and social views. It can be said that ethics is directly related to the human value system, ethics

encourages the growth of moral instincts, essential life values and inspires humans to jointly discover and apply these values for the welfare and peace of mankind.

Humans are living beings who have a pile of desires and various kinds of needs. One after another, desires and needs permeate the nature of human mind and life. When one desire turns into a need. In various ways, a person succeeds in meeting these needs so that new desires and needs arise. And so on, as if humans never feel satisfied even though their needs have been met. This condition is what causes humans to often be dubbed as desirable creatures. This nickname implies that desires, needs, and efforts to reach the point of satisfaction are human nature that is always inherent in a person. A person's motivation and motivation to perform various actions is often based on this nature. Apart from being an individual being,

Humans are basically social creatures (social creatures). The age of man, according to this view, cannot let go of his dependence on others. However, it must also be admitted that the emergence of such cooperation does not occur solely through the natural eye, but because of the limitations of each individual. Therefore, cooperation between two or more people is actually aimed at helping each other to achieve goals even though their goals are not impossible. This picture shows that differences in goals actually do not prevent them from achieving cooperation as long as they can meet each other's needs and goals. If saying this cooperation bond is considered effective, it is very possible that the form of cooperation that was originally temporary is then regulated with a more systematic, structured pattern of activities, and each has responsibilities according to the role they first agreed. This same pattern of work is often the case as an organization.

### *The Relationship between Ethics and Individual Performance*

The word ethics comes from the Greek ethos which means custom. In the dictionary of educational and general terms, it is said that ethics is part of philosophy that teaches the virtues of good and bad. Ethics as one of the branches of philosophy that studies human behavior to determine the value of good or bad deeds, then the measure to determine that value is reason.

Individual ethics is believed to originate from the relationship between the results of an individual's thought actualized in the form of work and his responsibilities in the organization. This relationship can create two types of ethics, namely ethics at the personal level and ethics at the group level. A person who has ethics at the group level tends to be skilled in maintaining and developing his interpersonal skills, such as being able to work together, interact, communicate, and so on. Individuals who have ethics in organizing will have an impact on the effectiveness and efficiency of organizational performance. A person who has good cognitive abilities will be able to easily solve problems, generate ideas and ideas, and act with high intellectual principles. A person who has good affective skills will be able to manage their emotions so that they will produce positive ethics or behavior in the organization.

### *Factors Affecting Individual Ethics in Organizations*

There are several factors that contribute to the formation of individual ethics in organizations, namely:

- a. Motivation: The internal motivation of individuals to act in accordance with ethical standards. Motivation can come from intrinsic factors such as personal values, or extrinsic factors such as the work environment that supports ethical behavior (Deci & Ryan, 2000; Hidayat & Rifai, 2018).
- b. Ability: Individual competence in understanding and applying ethical values. The higher a person's level of education and experience, the better his understanding of ethical principles in the organization.

- c. Role Perception: An individual's awareness of his or her responsibilities in an organization. A clear understanding of roles and responsibilities can help individuals act ethically and avoid conflicts of interest.
- d. Situational Factors: External environmental influences that can influence a person's ethical decisions. An organizational environment that supports transparency and accountability will encourage individuals to act ethically more than an environment that is permissive towards ethical violations (Treviño, Weaver, & Reynolds, 2006; Salam, 2000).

### *Ethical Models in Organizations The MARS Model*

The MARS (Motivation, Ability, Role Perception, Situational Factors) model describes how individuals in organizations are influenced by motivation, ability, role perception, and situational factors in carrying out work ethics (McShane & Von Glinow, 2018; Siregar, 2020). Organizational leaders must understand these four aspects in order to create an ethical and productive work environment. The MARS model is one of the comprehensive models that describes the vital aspects of understanding the character of individuals in an organization. The model is called the MARS Model. There are 4 aspects in the MARS model that must be the attention of organizational leaders, namely Motivation, Ability, Role Perception, and Situational Factors (Fadillah & Nurcholisah, 2019). In summary, it can be explained as follows:

- a. Motivation is the power of motivation or desire in a person to influence the direction and persistence of a person in doing something. Motivation has a strong influence on the emergence of a person's motivation in bringing up ethics because there is a reaction or response to a stimulant.
- b. Ability which means able or able. If each individual in the organization has the ability to get their work done, then they will understand their responsibilities and that is an important part of individual ethics. Ability management can be done by leaders by doing several things, namely: Employee Selection, Training Development, and Job Evaluation.
- c. Role Perception is a condition in which a person understands and is aware of the behavior patterns or functions expected of the person. When understanding the role in the organization, an employee is aware of the duties and responsibilities given to him, so this will affect ethics in coordinating with other parties.
- d. Situational Factors are influences that do not occur from within the individual (internal) but from the external environment such as the living environment and the organization.

In its implementation, the MARS model can be used to design policies that encourage ethical behavior in the workplace. For example, organizations can increase employee motivation by incentivizing behaviors that reflect good work ethics. In addition, organizations can also organize training on professional ethics to improve employees' understanding of the ethical standards that apply in their industry.

### *Ethical Principles in Organizations*

By understanding and applying ethical principles, organizations can create a more professional, inclusive, and performance-enhancing work environment, which consists of:

- a. Beauty Principles: Aesthetic values in behaving and working. A clean and well-organized work environment also reflects ethical values in the organization.
- b. Principle of Equality: Recognition of equal rights and obligations for all individuals. Organizations must ensure there is no discrimination based on race, gender, or any other background.
- c. Principle of Kindness: Encourage individuals to do good in the work environment. Empathy and concern for colleagues are also a form of application of this principle.

- d. Principle of Justice: Fair and proportionate treatment of all members of the organization. This principle can be realized through an objective and transparent performance evaluation system.
- e. Principle of Freedom: The right of individuals to act in accordance with applicable norms, as long as they do not harm others. This principle supports innovation and creativity in the organization.

## CONCLUSION

Individual ethics in an organization have an important role in determining the success of the organization. Ethical values such as honesty, fairness, and responsibility must be applied by every individual in the organization in order to create a healthy and productive work environment. Therefore, organizations need to build an ethical-based work culture to achieve better sustainability and competitiveness.

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