

cause of market complexity and information asymmetry.

Then, it is conspired in managers to make employees pay little attention, and not question the wrongdoings, by controlling formal and informal organizational information channels. When there is a different moral opinion, the minority always will yield to the group pressure which causes the whole silence.

2.3. Inner moral encouraging to shrink responsibilities

From the viewpoint of free will and responsibility, everyone as a “rational agents”, should be free to choose what to do, and take relevant responsibility. But in inner moral culture, when employees doing something immoral or finding others’ wrongdoings, they often transfer responsibilities to others by excuses, such as “I was told to do that” or “I did it according to organizational demands”.

Originally, the result of shrinking responsibilities comes from the system of administration agent. When works are assigned from top management level by level, subordinates become the agents of them, with agent responsibilities transferred. Once responsibilities for immorality should be taken, neither managers nor employees think they would account for it. Subordinates think what they do is according to the decision made by others, so the one who decides should be responsible for that. However, from superiors’ points of view, they shouldn’t answer for it, because, if works are done perfectly, there will no immoral consequences, and thus responsibilities should be taken by those who actually do it.

All of these sound reasonable, but in fact they are not. The reason for this situation is that both of them lose sight of the premise: when employees abide by codes of norm and account for his employer, the job shouldn’t be immoral. It means that if the task was immoral, they should try to

correct and remedy it according to their moral judgment in some degree, rather than commit as a machine. Thus the ones who perform duties shouldn’t be exemption from liability, while who makes decisions takes responsibility. Nonetheless, in inner moral climate, members always do as organizations requested, replace personal judgment with organizational judgment without thinking whether the task is moral or not, and shift responsibilities .

3. Implication

In most cases, the more powerful organizational culture is, the bigger risk is in inner moral. The inner moral culture is a kind moral misplaced, which comes from the closure of organizational culture to social norms and lack of members’ reflection to immorality. So, there are some advices to break up it. First, members’ critical and reflective spirit should be highlighted. Top managers should cherish employees’ abilities in moral introspection which can help them get rid of thought mode totally obeying demands of superiors, and make organizations be more vigorous, creative and acceptable to the public. Secondly, formal ethical communication channel should be established. Last but not least, supervisions from industry associations should be enhanced to promote companies to cultivate a healthy ethical climate.

4. References

- [1] James Weber, and Virginia Gerde, “Organizational Role and Environmental Uncertainty as Influences on Ethical Work Climate in Military Units,” *Journal of Business Ethics*, pp. 595-612, 2010.
- [2] Patricia Douglas, Ronald Davidson, and Bill Schwartz, “The Effect of Organizational Culture and Ethical Orientation on Accountants’ Ethical Judgments,” *Journal of Business Ethics*, pp.101-121, 2001.