

## Identifying the Effective Ethical Codes on Urban Management with Meta Synthesis Method

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### Keywords:

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**Purpose:** The compliance ethical characteristics plays an important role in urban management, and accordingly, the purpose of this study was identifying the effective ethical codes on urban management with a meta synthesis method.

**Methodology:** This study in terms of purpose was applied and in terms of implementation method was qualitative. The field of research was all articles of effective ethical codes on urban management in 2012 to 2022 years, which number of 26 articles from 311 articles based on the inclusion criteria were selected with purposive sampling method. The data were collected by taking notes from the articles and analyzed with content analysis method based on meta synthesis approach of Sandelowski and Barroso's seven-step.

**Findings:** The findings showed that were identified 94 concepts in 16 components and 6 categories for effective ethical codes on urban management. The categories were include urban management ethics codes (with 4 components of individual codes of ethics of employees, ethical codes of managers, ethical codes between employees and ethical codes of organizations with people), procedures of the organization (with 2 components of problem definition and stakeholders), content factors of the organization (with 3 components of environmental factors, organizational factors and fundamental factors), structural strategy (with 2 components of informing and training and correction and improvement of functions), content implementation levels (with 3 components of ethical system leveling, identification of values in the organization and mechanisms of moral strengthening) and implementation consequences of ethical codes (with 2 components of intra-organizational consequences and extra-organizational consequences). Finally, the pattern of effective ethical codes on urban management was drawn.

**Conclusion:** The pattern of effective ethical codes on urban management can help specialists and planners in improving the situation of urban management.

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## 1. Introduction

Introduction Ethics and the science of ethics means a set of instructions that provide the possibility of an ethical life for the individual and the society. In all professional fields, the main goal is to maintain credibility and help increase its efficiency, and training people and activists who are considered as ethical activists is considered a secondary goal (Malekpourasl and Dastwareh, 2020). Codes of ethics provide operational guidelines for managers to apply ethics in the workplace. If the managers follow the code of ethics, then the occurrence of ethical behavior by the personnel will also increase. Codes of ethics are systematic guidelines for shaping ethical behavior and indicate which ethical beliefs and values should be accepted (McCandless and Ronquillo, 2020). Codes of ethics help to determine the minimum acceptable standards of members and to recognize the expectations of the profession and provide boundaries for the acceptable behaviors of managers. Codes also help professionals in their roles and responsibilities. Codes of ethics are also a framework for ethical decision-making. Codes of ethics provide people with more guidance and insight in making decisions. Codes help a person to define their boundaries when acting as a professional. specify and help the person in justifying the decisions he made or abandoned. Also, the codes provide guidance for decision-making in the main areas of urban management. Codes of ethics help managers to do the right thing and determine the right work (Peter and Peter, 2021). Codes of ethics not only promote ethical performance, but also help to facilitate professionalism. They are vital to prevent unethical or illegal practices. The use of codes will protect people from lawsuits and legal problems. Codes of ethics have a useful role in determining the boundaries of ethical behavior and solving daily problems, which can help managers in uncertain situations how to act (when they do not know the correct decision when facing ethical issues). What is). Also, they help managers and employees in identifying their duties and qualifications (Gholi Motlaq, Aghazadeh and Esfidani, 2015).

Management ethics is one of the subsets of professional ethics, which itself is a larger subset called applied ethics. Today, professional ethics has been the focus of many management experts. The literature of professional ethics in management, like other fields of applied ethics, is evolving and new aspects of it are constantly revealed (Richards, Ahmed and Bruce, 2022). However, the debates raised in the field of professional ethics in management are associated with semantic ambiguities that raise the necessity of developing ethical codes and revising them to meet changing needs and conditions. In fact, for managers, ethics determine the boundaries of acceptable behavior. So that the body of professional ethics is formed by the accepted norms of behavior, but the main concern in the matter of ethics in management is the lack of specific criteria in this field of action and judgment (Meyer-Sahling and Mikkelsen, 2022). The structure of urban management in Iran in order to move from a centralized system and move towards a decentralized system and overcome the challenges that have occurred, must necessarily accept the transformation of the urban development planning and management system as a basic solution. This is not a choice, but an undeniable necessity. Because in the current conditions of this structure, despite its efforts in establishing communication and interaction between the three main factors of the formation of the city "man, space and environment", it is unable to respond and solve the increasing social, economic, physical and environmental problems of the cities. It is especially in the big cities of the country and the current methods of urban development planning and management are not only weak and ineffective when faced with these problems, but also aggravate the situation and make it critical, especially by creating concentration and rejecting the cooperative system. (Safari, Zamani and Rabbani Khorasgani, 2019). Management is the main and life-giving factor of any organization and institution, and urban management in cities is responsible for issues related to urban life, and when creating a city suitable for the present and future life of citizens, in fact, creating a sustainable city is a serious and binding mission of urban management (urban in It is the basis of the definition of sustainable development (Hehighat Shahrestani, Pourezat, Memarzadeh Tehran and Hamidi, 2021). Managers in work environments should be a key indicator for the moral guidance of personnel. Most countries have ethical codes that are recognized as ethical guidelines in various professions.

In fact, one of the most common ethical guidelines are ethical codes (Payne, Corey, Raiborn and Zingoni, 2020).

It is important to pay attention to physical and management issues in the investigation of urban developments that are developed prematurely due to political influence and outside of natural capacities. Providing any solution in the field of urban service distribution requires research and accurate understanding of urban issues and problems; Realizing the service gap in the existing situation with the desired situation is one of the factors that influence the necessity of conducting research, and things such as optimal service delivery, preventing the occurrence of damage and social anomalies in the urban society, preventing the occurrence of spatial and environmental anomalies, and guiding urban development patterns are among the necessities of conducting research. Research is considered in this direction. Urban management is a broad organization consisting of formal and informal elements and components effective in various social, economic and physical aspects of urban life, which aims to control and guide the comprehensive and sustainable development of the relevant city (Brown, 2018). Organizations' inattention to work ethics and weakness in observing ethical principles in dealing with the organization's human forces and external stakeholders can create problems for organizations (Farajkhoda, Latifnejad Rudsari and Abbasi, 2012). Creating ethical standards in an organization as a perceptive lens leads to the diagnosis and evaluation of the status of employees in the organization. Also, the existence of an ethical atmosphere in the organization will affect the moral values of the employees. Therefore, creating an ethical atmosphere in the organization is considered very important to prevent unethical actions (Corney, Rannala, Guomundsson, Juristo, Valdimarsdottir and Martinson, 2021).

Few researches have been done about the ethical codes of different groups and no research in this field was found on urban management. In the following, the results of the most important and relevant researches are reported. Meyer-Sahling and Mikkelsen (2020) introduced the most important ethical codes in a research, including not underworking, recognizing ethical norms, protecting people's citizenship rights, applying moral values against immoral values, and participation in work. Richards et al (2020) conducted a research on ethics in financial planning and concluded that ethical codes include employee training by experienced professors, criticisms and suggestions in the implementation of ethical codes, reviewing ethical codes with the participation of employees, regular and continuous meetings with employees, Asking employees to provide solutions, not reporting vaguely and unrealistically, and not destroying colleagues. Bavafa and Mirzaei (2021) identified ethical codes including moral sensitivity, moral judgment, moral stimulus, moral character, frankness, truth and honesty, duty, criticism, risk-taking and compliance with the principles and rules of professional ethics in the implementation of affairs.

Khodaei, Goodarzi, Jalali Farahani and Asadi (2021) conducted research on the identification and prioritization of the ethical standards of wrestling coaches and concluded that the most important codes include the necessity of observing ethical standards in the competition environment, the necessity of observing ethical standards in the social environment, and the necessity of observing ethical standards. In the training environment and the need to comply with ethical standards in the family environment. Malekpourasl and Dastwareh (2020) while researching the codes of professional ethics in planning including attention to the public interest, the spirit of altruism-competition through professional competence, commitment-justice-fairness, democratic, situation-based judgment, publication of draft program proposals as requested, distortion information, threat, disclosure, organizing a supporting coalition to pressure, changing technical judgment due to pressure, dramatizing the issue to overcome indifference, helping the group to cancel a formal planning act, honesty and realism, sense of patriotism, attention To preserve the many capitals of existence, accuracy, order, legality, speed of action, rejection of moral vices, preference of service over income, innovation and creativity, commitment, responsibility, attachment, trust, trustworthiness, humility, criticism, rejection of malicious actions towards others, respect , introduced democracy and the link between opinion and action - meritocracy - professional conscience.

MahBanouei, Pourezzat, Zarei Matin and Yazdani (2019) conducted a research titled identifying and ranking e-health medical ethical codes and concluded that these codes include frankness, respect for privacy, accuracy in work, responsibility, protection of people's civil rights, There was no lack of work and participation in work.

Regarding the importance and necessity of the current research, it can be said that the results of research in various fields have shown that ethical issues play an important role in better management of the current situation, and on this basis, various organizations and bodies seek to formulate their ethical code and even improve it. Based on this, in order to improve urban management, we can use ethical points or ethical codes. In addition to that, although there have been researches about ethical codes, but no research was found about ethical codes effective on urban management with meta composite method, and conducting such a research due to the use of meta composite method can help a lot in obtaining comprehensive information to improve urban management. Compliance with ethical characteristics plays an important role in urban management, and accordingly, the purpose of this study was to identify ethical codes effective on urban management with a meta-composite method.

## 2. Methodology

This study was applied in terms of purpose and qualitative in terms of implementation. The scope of the research was all articles on ethical codes effective on urban management from 2012 to 2022, and 26 articles out of 311 articles were selected based on the criteria of inclusion in the study with the purposeful sampling method. The data were collected by taking notes from the articles and analyzed by the content analysis method based on Sandelowski and Barroso's seven-step metacombination method. The seven steps of the aforementioned method included setting research questions, systematic background review, searching and selecting appropriate researches, data extraction, data analysis, quality control and presentation of findings. In the first stage, to set the research questions of what (i.e. what are the indicators, drivers and sons of ethical codes for urban management based on sustainable development?), who (the research community includes which Persian and English articles?), when (Which years does the research community belong to?) and how (how is the method of data collection and analysis of the articles?) used. According to the above, the following two general questions were designed. What are the categories, components and concepts of developing ethical codes for urban management based on sustainable development? And how can they be categorized?

In the second stage, for a systematic review of the background, the Persian websites of Noor specialized journals (Nurmagz), the scientific information database of academic jihad (Sida), the Iran Information Science and Technology Research Institute and the Farsi search engine Alamnet and the English websites Emerald, Scencedirect and Google scholar were used. In these sites, the Farsi and English keywords are codes of ethics, ethics of urban management, ethics in sustainable development, ethics in management, and ethics of managers. Ethics of management) was used. In the third stage, criteria for acceptance and non-acceptance of articles were used to search and select suitable researches, which can be seen in Table 1.

**Table 1.** Acceptance and non-acceptance criteria of articles

Non-acceptance criteria	Acceptance criteria	Indicator
Articles before 2012	Articles from 2012 to 2022	period
Other than Farsi and English	Persian and English	Language
Published in others such as newspapers and blogs	Printed in the scientific databases mentioned in the second step	Type of articles
Issues other than the development of ethical codes for urban management	Development of ethical codes for urban management and similar keywords	Issue
other	Indexed in the scientific databases mentioned in the	Magazine

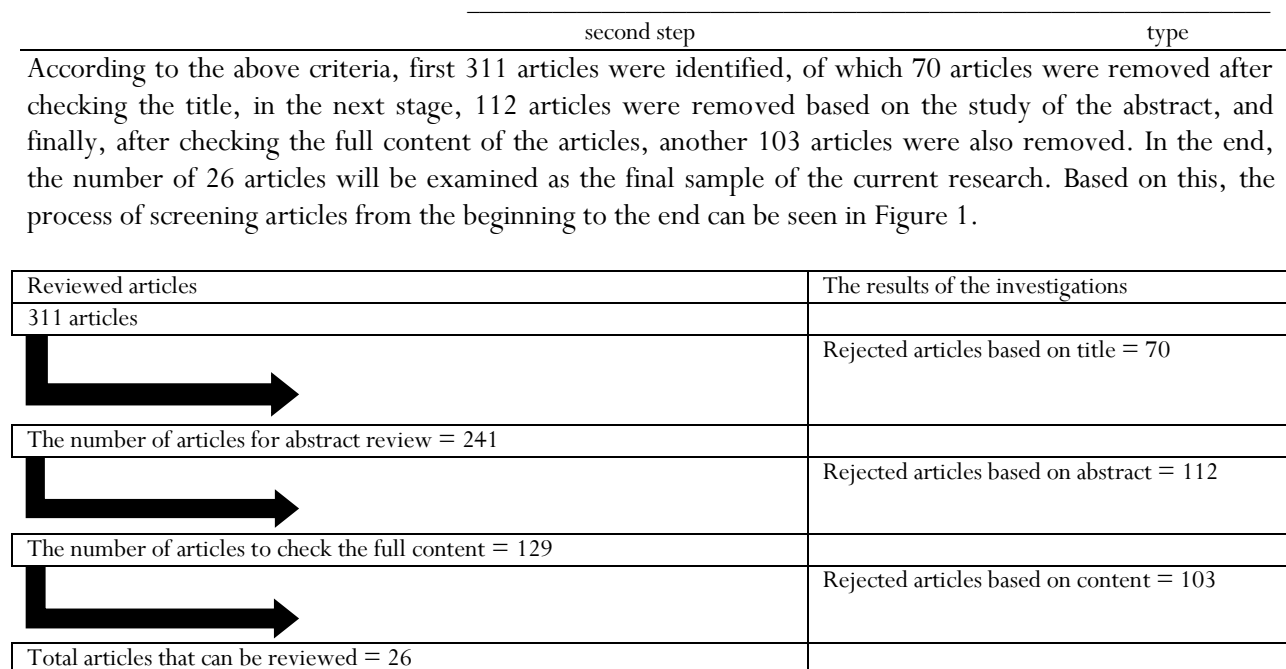


Figure 1. Screening process of articles

### 3. Findings

Three steps of Sandelowski and Barroso's seven-step metacombination method are related to the methodology and are reported in the method section and the other four sections are related to the findings, which were reported in the findings section. In the fourth stage, 26 articles were examined for data extraction, and the name of the researchers, the year of the research, and the concepts of each of them can be seen in Table 2.

Table 2. Name of researchers, year of research and extracted concepts of each article

code	researcher	yea	concept
Sources			
1)	Hahit Shahrasthani and colleagues	2021	Taking responsibility - setting an example and setting an example - paying attention to intra-organizational ethical communication - emphasizing transparency - formulating demands and expectations - emphasizing participation - aligning organizational interests with national interests
2)	Akbari et al	2021	Human dignity - kind to people - good manners - not being jealous - being disciplined - focusing on ethical techniques - compiling an organizational code of ethics - being obedient to superior managers
3)	Baufa and Mirzai	2021	Ethical sensitivity - Ethical and professional standards - Rules and regulations - Awareness of the impact of performance on the beneficiaries - Honesty - Accuracy in work - Responsibility - Seriousness in work - Lack of work - Risk
4)	Khodayi et al	2021	Observance of discipline - Observance of politeness and respect - Logical judgment - Observance of rules and regulations - Responsibility - Understanding ethnic and cultural differences - Appropriate clothing - Not being jealous - Having seriousness - Avoiding teaching mistakes - Kindness - Benevolent to each other - Avoiding smoking
5)	Malekpour and Dastwara	2020	Paying attention to the public interest, accuracy, order, responsibility, cooperation, compliance with laws and regulations, ethical standards, public satisfaction, and friendship.
6)	Ghorbani et al	2020	Responsibility - defining the problem - reviewing ethical codes - ethical values - status of actors - making options - knowing ethical norms
7)	Safari et al	2020	Order in work - degree of transparency and access to information - conflict of interests - imported laws - formulation of administrative health system with judicial treatment - religious education - lack of infrastructure - promotion of cultural and ethical principles at the community level - rent in the organization - provision of municipal budget from

			violations
8)	Khodami and Golpayegani	2020	Promotion of ethical cultural principles - employee training - direct training of ethical codes - ethics instructions for the general society - job attachment - reducing the intention to move employees - general satisfaction of citizens - the interests of the general society
9)	Khanand Abbaszadeh	2020	Professional standards - Importance of public satisfaction - Observance of respect - Being disciplined - Careful at work - Appropriate clothing - Respecting each other's rights - Transferring experiences and sharing information - Non-injury - Charity - Friendly attitude
10)	Mah Banoui et al	2019	Honesty, respect for privacy, accuracy in work, responsibility, protection of people's citizenship rights, lack of work, participation in work.
11)	guarantor	2016	Holding regular and continuous meetings with employees - Reviewing ethical codes - Ethical regulation - Service quality - Attracting human resources related to the needs of the organization - Not destroying colleagues - Informed consent
12)	Masoumi et al	2016	Professional obligations - having order and discipline - respecting gender - education - communication with oneself - solving moral dilemmas - being kind to people - respect - implementing regulations and instructions
13)	Qoli Mutlaq et al	2015	Using the information and financial resources of the organization - fully understanding the issues and needs of the citizens - wasting time - accusing others - not providing vague and unrealistic reports - loss and damage to the organization - betrayal of trust
English o foreign articles			
14)	Duong et al	2022	Ethical orders of society - values of society - incentive mechanisms - training of ethical codes - correcting the functions of ethical codes - accuracy - order - responsibility - ethical and professional standards - rules and regulations
15)	Richards et al	2022	Training of employees by experienced professors - Criticisms and suggestions in the implementation of ethical codes - Reviewing ethical codes with the participation of employees - Regular and continuous meetings with employees - Requesting solutions from employees - No vague and unrealistic reporting - No destruction of colleagues
16)	Meyer-Sahling et al	2022	Absence of underwork - Knowledge of moral norms - Protection of people's citizenship rights - Application of moral values against immoral values - Participation in work
17)	Vitolla et al	2021	Encouraging mechanisms - having discipline - implementing regulations and instructions - respecting gender - not being jealous - formulating demands and expectations - choosing an ethical option - making options
18)	Peter and Peter	2021	Creating a think tank - Attracting human resources related to the needs of the organization - The importance of public satisfaction - Observing respect - Kindness to people - Excellence - Accountability - Ethical content
19)	Payne et al	2020	Respecting each other's rights - not destroying colleagues - having order - accuracy in work - incentive mechanisms - not underworking - teaching ethical codes - effective conditions
20)	McCondelos and Ronkoilo	2020	Solving ethical dilemmas - knowing ethical norms - organization's ethical charter - rules and laws
21)	Hermanto	2020	Knowing the moral norms - protecting people's citizenship rights - reviewing moral codes - not being jealous - having seriousness - performing moral action - moral intention
22)	Nandni	2020	Participating in work - Transferring experiences and sharing information - Seeking cooperation - Complying with laws and regulations - Ethical standards - Intensity of ethics - Ethical perception
23)	Valentine et al	2019	Not wasting administrative time - being disciplined - careful in work - obliged to implement regulations - being obedient to upper managers
24)	Wolff et al	2019	Family factors - individual characteristics - leadership - management - encouragement system - friendliness - obedience to upper managers
25)	Brown	2018	Revision of ethical codes with the participation of employees - Regular and continuous meetings with employees - Improving the functions of ethical codes - Protecting people's citizenship rights - Ethical concerns
26)	Berg and Bartz	2018	Ethical role modeling - promotion of ethical cultural principles - transparency and access to information - formulation of demands and expectations - emphasis on participation - decentralization - public moral control

In the fifth step, to analyze the data based on the semantic affinity and similarity of the extracted concepts, they were categorized and the ethical codes effective on urban management were identified, the results of which can be seen in Table 3.

**Table 3.** Categories, components and concepts of ethical codes affecting urban management

Categories	Components	concepts
Ethical codes of urban management	Individual codes of ethics for employees	Responsibility, observing human dignity and respect, not wasting administrative time, discipline and discipline, accuracy in work, seriousness in work, no vague and unrealistic reporting, obliged to implement laws and regulations and instructions, obedience to upper managers, appropriate coverage, emphasis on Cooperation, honesty, avoiding smoking, friendship, wasting time, accusing others, charity, communication with oneself and not betraying trust.
	Ethical codes of managers	Attracting human resources related to the needs of the organization and rational judgment
	Codes of ethics among employees	Respecting each other's rights, benevolent to others, not destroying colleagues, not being jealous, transferring experiences and sharing information, and respecting each other's gender and ethnicity.
	Ethical codes of organizations with people	Not working too hard, being nice and kind to people and performing ethical actions
Organization procedures	explaining the problem	Knowledge of ethical norms, use of information and financial resources of the organization, severity of ethics, ethical perception and effective conditions
	Beneficiaries	Applying ethical values versus unethical values, awareness of the impact of performance on stakeholders, the level of transparency and access to information, creating a think tank, general satisfaction of citizens and losses to the organization.
Content factors of the organization	Environmental factors	Paying attention to the public interest, being a role model and modeling, paying attention to the moral relationship within the organization, the status of actors, rent in the organization, import laws, family factors and individual characteristics.
	Organizational factors	Rules and regulations, ethical charter of the organization, decentralization, management, lack of infrastructure, risk and excellence
	Fundamental factors	Ethical and professional standards, fully understanding the issues and needs of citizens, ethical concerns, leadership, ethical intent and ethical sensitivity.
Structural strategy	Information and education	Holding regular and continuous meetings with employees and managers, reviewing ethical codes with the participation of employees, asking employees and managers to provide solutions to solve ethical problems, avoiding teaching mistakes, getting criticisms and suggestions in implementing ethical codes from employees and managers, and training employees. by experienced teachers
	Modifying and improving functions	Modifying the functions of ethical codes, professional obligations, ethical choice and accountability
Content executive levels	Moral system leveling	Ethical orders of the general society, formulation of the organizational ethics system, formulation of administrative health system or judicial treatment, alignment of organizational interests with national interests, formulation of demands and expectations and creation of options.
	Identifying values in the organization	Society values, non-harming, informed consent and identification of ethical content
	Mechanisms of moral reinforcement	Belief training, focus on ethical techniques, incentive mechanisms and direct training of ethical codes
Implementation implications of ethical codes	Intra-organizational consequences	Reduction of employee turnover intention, job attachment, respect for privacy and service quality
	Extra-organizational consequences	Promoting cultural and ethical principles at the community level, controlling public morals, protecting people's citizenship rights, and securing the municipality's budget from violations.

According to the results of Table 3, 94 concepts in 16 components and 6 categories were identified for ethical codes affecting urban management. The categories include codes of ethics of urban management (with 4 components of individual codes of ethics of employees, codes of ethics of managers, codes of ethics between employees and codes of ethics of organizations with people), procedures of the organization (with 2 components of problem definition and stakeholders), content factors of the organization (with 3 components of factors environmental, organizational factors and fundamental factors), structural strategy (with 2 components of informing and training and improving and improving functions), content implementation levels (with 3 components of ethical system leveling, identification of values in the organization and mechanisms of moral strengthening) and implementation consequences of ethical codes (with 2 components of intra-organizational consequences and extra-organizational consequences).

In the sixth step, to control the quality of the data, content validity was examined from two aspects. The first aspect was the use of components and factors of previously presented models, which led to the validity of the model itself. The second aspect was the formation of the focus group meeting and the presentation of the model in these meetings with 4 experts, and the non-change of the model indicates the validity of the designed model. Since in the design stages of the model, the criteria of the previous models were considered as codes, and according to the semantic similarities between the codes, they were merged and new concepts, components and categories were created. Therefore, to measure the reliability of the model, the Kappa index was used, which is used to check the amount of agreement and coordination between two people for the phenomenon that is measured separately, and this coefficient is between zero and one, the larger it is, the higher the reliability. In this study, Kappa coefficients of 0.801 were obtained, which indicates the appropriate reliability of the model of ethical codes effective on urban management.

In the seventh step, a model design was used to present the findings, based on which the model of ethical codes affecting urban management can be seen in Figure 2.

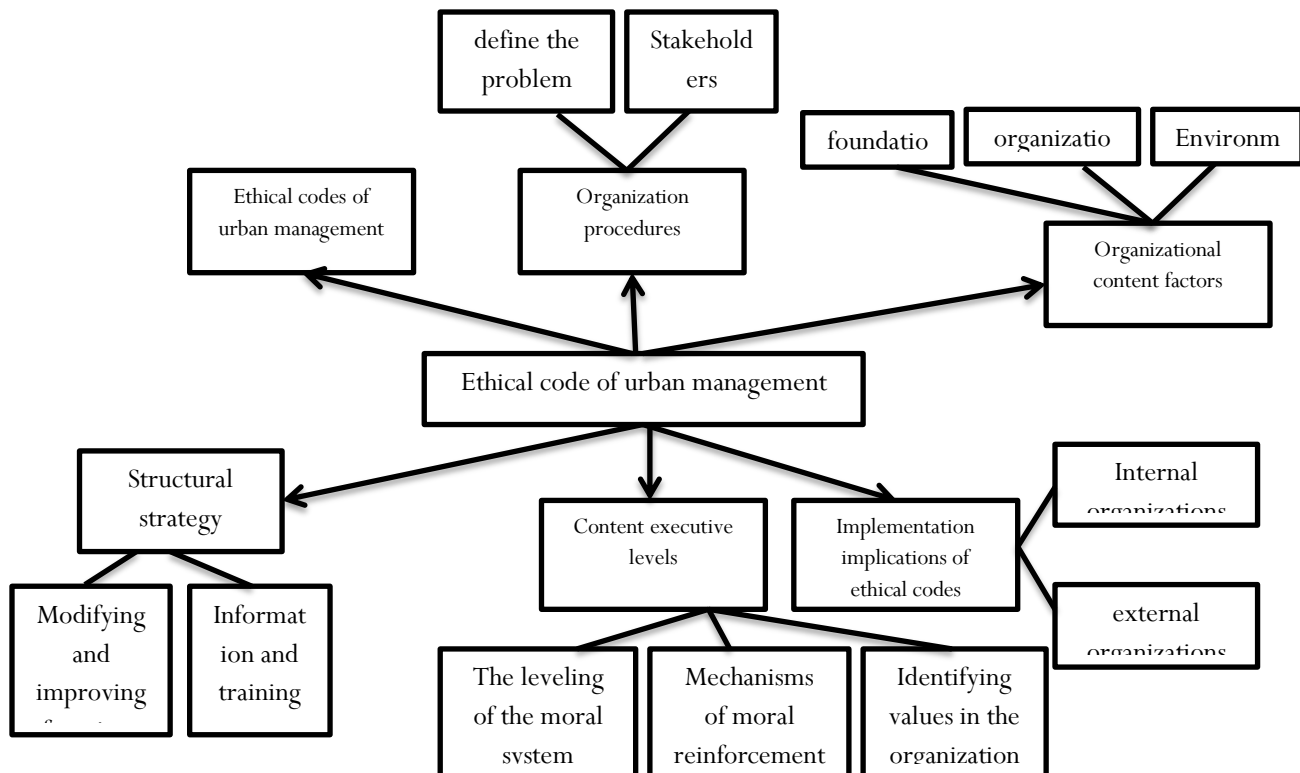


Figure 2. Model of ethical codes affecting urban management



#### 4. Discussion

Considering the importance of observing ethical characteristics and its role in urban management, the purpose of this study was to identify ethical codes effective on urban management with a meta-composite method.

The findings showed that 94 concepts were identified in 16 components and 6 categories for ethical codes affecting urban management. The categories include codes of ethics of urban management (with 4 components of individual codes of ethics of employees, codes of ethics of managers, codes of ethics between employees and codes of ethics of organizations with people), procedures of the organization (with 2 components of problem definition and stakeholders), content factors of the organization (with 3 components of factors environmental, organizational factors and fundamental factors), structural strategy (with 2 components of informing and training and improving and improving functions), content implementation levels (with 3 components of ethical system leveling, identification of values in the organization and mechanisms of moral strengthening) and implementation consequences of ethical codes (with 2 components of intra-organizational consequences and extra-organizational consequences).

The current research was a synthesis of previous researches about ethical codes effective on urban management, in its description, it can be said that ethical codes reflect the values of the profession. The cultural and social difference between the Islamic country of Iran and other countries necessitates that the ethical codes for city managers are also based on the values and ethical standards accepted in the Iranian society and in line with other societies due to the same topics and ethical codes in All communities should be compiled and presented. Leaders influence the moral behavior of employees. For example, employees' perception that executive managers pay attention to ethical principles is related to the level of their unethical behavior in the organization. Leaders who engage in unethical behavior create a context for supporting parallel deviance; This means that employees have observed the wrong behavior of their managers and may try to imitate it. Ethical codes introduce good and bad characteristics and optional behaviors corresponding to them and show the way to achieve good and desirable behaviors and avoid bad characteristics and behaviors. Ethics means the principles and values that influence individual and collective behavior, and moral philosophy and moral ideas are not a separate concept from urban environments and urban management, and they are even the basis for the development of people and an ethical city. In fact, ethics is a branch of human sciences about values that show the rightness and wrongness of human behaviors and actions and is the determining factor in evaluations and judgments.

Every research has a series of strengths and weaknesses. Most of the past researches were about ethical codes in organizations and did not pay attention to their role on urban management. Also, the topic of moral analysis of the city has been less discussed and investigated, which are the strengths of the present research. Therefore, the lack of a comprehensive and systematic model that deals with the category of ethical codes on urban management in a practical way is quite tangible and evident, which is in a way the need of all societies today, including Iran, considering the inappropriate position of ethics and the increase of immoral behaviors. As a result, the present research examined 26 articles from among the articles in the mentioned field with a meta-composite method, which, in addition to maintaining the strengths of the previous models, provides a unique model about ethical codes effective on urban management.

According to taking seven precise and alternating steps and using required data extraction from reliable sources with targeted keywords and measuring the quality of sources, finally the model of ethical codes effective on urban management was drawn as an output. The model of ethical codes effective on urban management can help specialists and planners in improving the state of urban management. Therefore, the following suggestions are provided for managers and those involved in urban management to recognize, create and develop ethical codes. To improve urban management through ethical codes, they can have short-term, medium-term and long-term planning and organize diverse and attractive programs to increase ethical behaviors.

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