

**THE INFLUENCE OF WORKPLACE ETHICS ON ORGANISATION  
PERFORMANCE IN PUBLIC ORGANISATION**

**BY**

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**UNIVERSITY OF BENIN**

**BENIN CITY**

**FEBRUARY, 2025.**

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**A PROJECT WRITTEN AND SUBMITTED TO THE DEPARTMENT OF  
PUBLIC ADMINISTRATION, FACULTY OF SOCIAL SCIENCES.**

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FACULTY OF SOCIAL SCIENCES UNIVERSITY OF BENIN,**

**BENIN CITY.**

**FEBRUARY, 2025**

## **CERTIFICATION**

This is to certify that this project work was carried out by Egbo Chinedu with Mat. No. SSC2011063 in the Department of Public Administration, Faculty of Social Science, University of Benin, Benin City in partial fulfilment of the requirement for the award of Bachelor of Science (B.Sc.) in Public Administration.

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**Dr. A.I MUSTAPHA**  
**Head of Department**

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**Date**

## **DEDICATION**

I dedicate this research work to God Almighty for his infinite mercy, grace and love that has been sufficient for me throughout my stay in the University of Benin.

## ACKNOWLEDGEMENTS

All gratitude to God Almighty, the one who has made it possible for me to complete this programme and this project work. May his name be praised forever. My unreserved gratitude goes to my amiable and intelligent supervisor, Dr. (Mrs.) C.K. Omorede for her patience, guidance and well-articulated instructions during the course of this project for accuracy and splendid completion. Thank you ma for your painstaking and efficient manner with which you scrutinized every stage of this project, may God reward you bountifully ma. To the lecturers in the department of Public Administration, I say a very big thank you for their intelligent and scholarly academic excellence through which knowledge, values and morals were impacted in me. God replenish you all in Jesus name. Amen. Special thanks to my lovely parents Mr. and Mrs. Egbo for their immense support, prayer and understanding all through my study. You have been a pillar of support for me. I love you.

Also worthy of mentioning here is my siblings for their encouragement and assistance during the course of my study. May God uplift you. To my uncle Mr. Sylvanus and my aunty Mrs. Comfort, I say a very big thank you for being there for me To all my friends within and outside the university of Benin, I say a very big thank you for being my partner in progress I appreciate you all for your support morally, emotionally, financially, spiritually, academically and psychologically, thank you all.

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## ABSTRACT

*This study is intended to assess the impacts of employees ethical conducts to organization performance. For quite some time now, public organizations have been viewed as a liability to the tax payers rather than an asset. This is because of low productivity, erosion of work ethics, indiscipline, blatant violation of rules, regulations and procedures, weak control and corruption have been observed as common features in their services rendering activities.. This unstable performance of public organizations in Nigeria and the increased reports on unethical conducts by respective employees create a question as to whether the two have any related impact on each other. Researcher collected data by using a questionnaire as well as the survey, also employed semi-structured Interviews, and analysis which were flexible as well as sensitive to the social context. Data were quantitatively analyzed using tables and percentages. The study revealed that there was a significant relationship between employees' ethical conducts and organization performance. The relationship was significant in unethical conducts which results into poor performance of the organization. The research concludes that, organization performance is interplay of variables and that employee's ethical conduct plays a role in organization performance but is not the major role. On the basis of the findings, it is argued that organizational performance is a function of variables and not only employee's ethical conducts.*

## CHAPTER ONE

### INTRODUCTION

#### 1.1. Background of the study

Ethics refers to principles that define behaviour as right, good and proper. Such principles do not always dictate a single "moral" course of action, but provide a means of evaluating and deciding among competing options. Ethics is concerned with how a moral person should behave, whereas values are the inner judgments that determine how a person actually behaves. Values concern ethics when they pertain to beliefs about what is right and wrong. Most values, however, have nothing to do with ethics. For instance, the desire for health and wealth are values, but not ethical values. The importance of advertising is significant but on the other hand, one cannot avoid its bad impact on the society and culture. however, all over the world, changes are taking place tremendously.

Some scholars opined that the only thing that is permanent in life is change. No situation is permanent in life. Thus, the Nigerian work environment has become liable to change, considering the dynamic and complex issues that are faced daily. The emerging trend in work that is beginning to serve as a mark of merit or critical edge is the level of workplace ethics that is dwelling within an organization. In the face of the emerging world economy, an organization that is involved in a proper framework for good governance must practice work ethics and incorporate good

values as part of its organizational culture if it must achieve higher performance (Omisore et al, 2021).

In a present world, workplace ethics has been an interesting subject in management and business in general, due to its importance in evaluating employees' behaviour and performance and it is so critical to organisation performance (Kapp and Parboteeah 2018, Schminke et al. 2015). Companies and institutions all over the world, both public and private maintain codes of corporate governance for managing ethical performance (Rossouw, 2015).

Despite its importance still no single organisation is safe from corporate scandals (Samir et al; 2015), the years malpractices have been observed in organisations which go beyond legal and ethical context. Different cases have been reported in various countries worldwide in regard to the workplace ethics and organisation performance. In the United States of America (USA) for example, a case study of ENRON recorded the high risk of accounting practice which is an element of unethical practices, and other cases of World Com and Tyco (Komari & Fariastuti, 2023).

It has been argued that non observance or non existence of some set of ethical values have been a contributory factor to the organisation predicaments in leaderships in most African states (Agbude & Etete, 2023). Developing countries for instance, Nigeria faced corporate failures on banking sector in 1997 where 26

commercial banks failed due to financial irregularities such as AfriBank Plc and Bank PHB (Bello S.M, 2022).

Kenyan, Mauritian, and South African take the lead in venturing deeper into what the governing of ethical performance entails beyond developing a code of ethics. The most comprehensive recommendations on the governance of ethics are to be found in the second King Report on Corporate Governance for South Africa (IOD of South Africa, 2002). Nigeria since 1994 has been in battle with evolved corruption which spiralled out as a result of unethical practices in the offices involving public and private workers and leaders, and that affected performance of institutions (Heilman & Ndumbaro 2002). According to Bisimba & Peter, 2015, LHRC & ZLSC, 2015 and LHRC, 2016 different scandals witnessed as a result of malpractices in the offices such as the case of Radar bought from UK's BAE Systems, the EPA scandal, the David Jairo scandal, Tegeta Escrow and the Richmond (Dowans) saga (Ibrahim 2011).

The above considerations show that workplace ethics have a big role to play in the organisation setting to drive the performance of the organisation, though there are matters to be dealt with critically to make it vital.

## **1.2 Statement of the Problem**

In this era of globalization and multinational competition, ethical practices in business are assuming importance as relationships with various suppliers and

customers are shaped by ethical practices and mutual trust. The experience of last twenty years of Nigeria being in battle with erupted corruptions and frauds in various forms resulted by unethical practices in offices affected institutions' public images and distorted morals among workers and leaders (Bisimba & Peter (2015) LHRC & ZLSC (2015)). These necessitated the undertaking of different measures that were instituted to oversee and control organizations' good governance, work ethics and performance, Ethics secretariat and CHRGG. However, little change in attitudes, social structures and power relations has been observed taking place from time to time. (Heilman & Ndumbaro, 2012).

To date Nigeria is still making more efforts to fight against unethical practices in offices for instance the establishment of Nigeria Public Service Act 2005 and the 2003 Public Servants' Codes of Ethics. The design of workplace ethics identified to be imperative to organisation to regulate acts and practices of workers while at work to reduce unethical issues that affect the organisation performance such as bribery, corruption, fraud, facilitation payments, discrimination, harassment or bullying and other misconduct at workplace (Webley, Basran, Hayward & Harris, 2011 cited in Bello S.M, 2012).

Different scholars have argued how important workplace ethics is, to the performance of organisations, such as study done at DAWASCO by Msanzi (2013)

in Dar es salaam region and none has been done on Public Universities . Hence, the need for this study.

### **1.3 Objective of the study**

The main objective of the study is to establish the influence of workplace ethics on the performance of public organization with specific focus on university of Benin. the specific objectives are to:

- a) examine the impact of workplace ethics on the performance of workers in University of Benin.
- b) assess the relationship between workplace ethics and employees' commitment to work in University of Benin.
- c) determine what influences employee's decisions and behaviour in the organisation.
- d) To ascertain the level of compliance of employee to workplace ethics in University of Benin

### **1.4 Research Questions**

In the light of the above, the research questions are:

- a) what is the impact of workplace ethics on the performance of workers in University of Benin .

b) what is the relationship between workplace ethics and employees' commitment to work in University of Benin.

c) What factors influences employee's decisions and behaviour in University of Benin.

d) what is the level of compliance of employee to workplace ethics in University of Benin

### **1.5 Research Hypothesis**

Ho1. There is a positive relationship between relationship between workplace ethics and employees' commitment to work in University of Benin

Hr2. There is no positive relationship between relationship between workplace ethics and employees' commitment to work in University of Benin .

**Ho<sub>2</sub>**: there is a positive relationship between workplace ethics and employees' commitment to work in University of Beninl

Hr<sub>2</sub>: there is no positive relationship between workplace ethics and employees' commitment to work in University of Benin

### **1.5 Scope of study**

Since the study on ethics is wide, this research focused mainly on the influence of workplace ethics on organisation performance in public organisations. But due to limited time and financial constraints, this research considered only University of Benin Benin City where research gap was identified.

## **1.6 Significance of the study**

This study is important and useful to the public organisations in Nigeria in establishing the influence of workplace ethics and its contribution towards organization performance. It will give the measures and recommendations which will impact positively on employees and organisation in general if well harnessed.

It provides challenges for other researchers to carry out similar research on workplace ethics and add to their existing knowledge.

## **1.7 Definition of terms**

**Ethics:** Ethics according to Rossy 2011 cited in Msanze N. S, 2013, can be defined as the art and discipline of applying principles and frameworks to analyze and resolve complex moral dilemmas.

**Work place Ethics:** Workplace ethics can be described as a set of values, which include the right attitude, correct behaviour, respect for others and effective communication in the workplace (Omisore et al, 2015).

**Organisation Performance :** Organisation performance therefore can be defined as the recurring activities to establish organisational goals, monitor progress toward the goals, and make adjustments to achieve those goals more effectively and efficiently.

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## **CHAPTER TWO**

### **LITERATURE REVIEW AND THEORETICAL FRAMEWORK**

This chapter reviews the literature relevant to the study and attempts to bring out other researches which are directly or generally related to the research topic. It describes the conceptual framework, theoretical literature review, empirical review and research gap of the study. First, theoretical reviews describe workplace ethics, the supporting theories/principles and answering the objectives of the research. The second part of the chapter focuses on the empirical perspective of the study on the research topic from various scholars. The review illustrates the scarcity of research in the area of workplace ethics on organisation performance in non profit organisations

#### **2.1 Conceptual clarification**

Ethics: The origin of word 'ethics' is Greek ethos, meaning 'character', so that an ethical person is one who has character. Plato and Aristotle stated that ethics is as 'what we ought to do'. Thus it requires judgement and reasoning in decision making that raise questions regarding what is right, wrong, good or bad conduct, fair or just (Omisore et al, 2015). As defined by various scholars is the fact that ethics is concerned with morality and human conduct. Ethics does not set out to describe the way things are but the way they ought to be. It deals with norms or standard of human behaviour (Fatile, 2013). Ethics therefore according to Rossy 2011 cited in

Msanze N. S, 2013, can be defined as the art and discipline of applying principles and frameworks to analyze and resolve complex moral dilemmas.

### **2.1.2. Work place Ethics**

The belief that one should work diligently, beyond minimum expectations, striving for excellence in every aspect of the labour is what constitute Workplace ethics. Thus Workplace ethics can be described as a set of values, which include the right attitude, correct behaviour, respect for others and effective communication in the workplace (Omisore et al, 2015).

### **2.1.3. Organisation Performance**

Organisation performance comprises the actual results as measured against its intended outputs of the organisation. In general, organization performance “involves identifying outcomes that organisation wants to achieve, creating plans to achieve those outcomes and carrying out those plans and determining whether the outcomes were achieved” (Msanze N. S, 2013). According to Aninweze (2011), Organisation performance therefore can be defined as the recurring activities to establish organisational goals, monitor progress toward the goals, and make adjustments to achieve those goals more effectively and efficiently.

## **2.2 Review Of Literature**

According to Oxford Advanced Learner's Dictionary defines ethics as "the science which deals with morals" Ethics is the systematic study of the fundamental

principle of the moral law; or as normative science of human conduct. This implies that ethics is basically a normative science, as distinct from the descriptive or empirical sciences. Moral principles that form the subject matter of ethics are about the way people ought to behave in terms of the commitment to their work and their team, integrity and being self-disciplined. It follows that ethics, primarily is the critical investigation of the norms of conduct to which human actions ought to conform.

In view of Justin Kuepper (2013), Investing in India may seem foreign to many in the United States, but the country's positive demographics and rapidly growing economy make it a great opportunity for international investors.

According to Rick Ferri (2013), what was not expected or reasonable was how the fund company chose to compare the hypothetical results of the new global index with ETF investment because those comparisons make the hypothetical global index look spectacular.

According to Eric Dutram (2010), Transparency International, ranked countries from least corrupt to the most corrupt, takes into account the results of 13 independent corruption surveys. The top of the list consists of countries such as New Zealand, Denmark, and Singapore with countries such as Somalia, Afghanistan, and Myanmar at the very bottom (India ranked 84th).

According to Trevino (2001) ethics are moral principles that explain what is right or wrong, good or bad and what is appropriate or inappropriate in various setting. Candy (2005) defines ethics as the system of rules that govern the ordering of values. Miner (1998) also defines ethics as a philosophy of human conduct; reflecting prevailing values especially those of moral nature. To sum-up the above definitions, ethics can be defined as standards of morality that guides individuals and organization in following certain norms of conduct when dealing with each other. Ethics involves some hard features, like duties and rights (most of them legal), that are mandatory for all and soft components, like values, aspirations or best practices that are desirable but not compulsory and can vary from one organization to another.

### **2.3 Organization Performance**

This comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). According to Richard (2009) organizational performance encompasses three specific areas of firm outcomes. These include financial performance (profits, return on assets, and return on investment), Product market performance (sales, market share) and Shareholder return (total shareholder return, economic value added). Generally, organization performance involves identifying outcomes that it wants to achieve, creating plans to achieve those outcomes, carrying out those plans, and determining whether the outcomes were achieved.

## **2.4 The Employees' Perceptions towards Workplace Ethics**

Employee perception that the organisation has an ethical culture leads to performance that enhances outcomes within the organisation. Many researchers tried to identify the value of workplace ethics on employees' performance and that of organisation, such as; Komari & Fariastuti (2013) explained that apart from salary, ethics is capable of influencing people to commit or not to commit crimes. The ethics code had a positive effect on job satisfaction and performance (Elci & Alpkın, 2009). Osibanjo et al (2015) admitted that individuals with strong workplace ethics tend to work extra hours and spend less time on leisure enjoy higher performance and hence employee of that kind benefits the organisation even in terms of overall organisation performance.

Osibanjo et al (2015) further illustration of influence of work ethics such as integrity, sense of responsibility, emphasis on quality, self discipline, and sense of teamwork by the model substantiated that employees with strong work ethics perform excellently well on the job as against employees with weak work ethics. Further more Floyd et al (2014) in their employee evaluation criteria ended by describing that factors such as better performance of job, amplified productivity, and reduced absenteeism are related to a higher level of employee's job satisfaction which might mean also that employee comply to the workplace ethics instituted by the organisation. The sustainability of the organisations is due to thrust placed in

their employees. Unethical employees can be reason for the legal trouble of entire organisation or destroy the organisation hard earned reputation in the public.

Ethical employees are better workers for the organisation, or top managers where by the stakeholders are assured of adherence to ethics policies and use ethical reasoning in decision making of the organisation. The company deterioration is commonly observed as employees commit crimes (Komari & Fariastuti, 2013). In the current world, ethics is imperative in determining and shaping employees work ethic and behaviour and finally contribute to the success of the organizations. Workplace ethics is of assistance to prevent problems that will be disadvantageous to the organization and employees. An effective means for making the performance of an organization better is also by putting more emphasis on practices of work ethics; in particular by using different approaches that creates an ethical culture among the employees (Komari et al 2013).

## **2.5 The Workplace Ethics and Employees' Commitment to work**

Commitment is simply defined as loyalty and attachment of an individual or group to the organisation (Bello 2012). According to Vance (2006), Commitment is both a willingness to persist in a course of action and reluctance to change plans, often owing to a sense of obligation to stay the course. While, workplace ethics according to Omisore et al (2015), is a set of values, which include the right attitude, correct behaviour, respect for others and effective communication in the workplace.

Employee commitment is essential simply because performance of organization depend on it heavily, high levels of commitment provide secure workforce and led to high organisation performance. Commitment of employees is very important issue since it may envisage employee's performance, absenteeism and other employee's behaviors. A committed employee can remain in organisation even during times of instability (Varsha Dixit & Monika Bhati 2012). As far as commitment is concerned ethical employees can easily be committed to work than unethical employee. Therefore the workplace ethics on these relate by stimulating the commitment of employee to work, for workplace ethics to be established; ethical standards need to be developed to provide guidance for employee excellence work.

When these two are paired up employee decreases laziness, intention to leave, intention to search for other employment and also can reduce absenteeism. Thomas (2013) argued that commitment of employees can result into improved work performance, attendance, and citizenship behavior within the workplace. He also argued that employees with minimal commitment tend to make errors on the job and losses of resources. This shows that it is not such common for the employee with minimal commitment to be ethical at the same time, since lack of commitment can mean also unfairness at work which is the outcome of non compliance to workplace ethics. Van Ness et al (2010) narrated that employee commitment may be influenced by an individual's work ethic resulted by strong workplace ethics. Komari et al

(2013) argued that for the organization high performance, workplace ethics has to be developed to control the behaviour of employees, which, eventually, will improve the loyalty of employees.

According to Komari et al (2013), workplace ethics influence employees' loyalty to the organization. Bello (2012) described that impact of leader's ethical behaviour and the employee's level of commitment to the organisation are positively related. To sum up, these literatures show that workplace ethics and the employees' commitment are related, and for good performance of the non profit organisation, there should be strong emphasis on the observance of workplace ethics for the employees to be committed to their jobs.

## **2.6 What Influences Employee's decisions and Behaviour at the Workplace**

Omolewu (2008) argued that organisations are unprotected due to the fact that dedicated employees who are usually honest sometimes can behave unethically, with assumptions that those secret schemes they do favors organisation interest. Employee misconduct for organization's sake can infuse unethical behaviour to employee and become the beginning of moral eradication. Omolewu (2008) also narrated factors influencing the employee' decisions and behaviour which affects the organisation performance that are one the desire to further one's career while other is the desire to protect one's livelihood, ignorance, competition of scarce resources, power or positions and presence of job pressure. While Bazerman and Banaji felt

that the cause of the unethical behaviors in organizations is the presence of a “few bad apples” among organizational actors (Bazerman & Banaji, 2004, 111 cited in Omolewu, 2008).

Other cause that can belittle moral actions at workplace is the pressure to compromise ethical standards among employees who aware of misconduct but keep quiet (Basran, 2012). Fraud, extortion, misappropriation, bribery, influence peddling, bestowing of favours to friends are among of challenges and it's that affecting employee behaviour and decisions and hence organisation performance. Another is corruption in form of acceptance; directly or indirectly such as (induced gift), favour, promise or advantage for oneself or for other person or entity in exchange for any act or omission in the performance of one's job functions which these at last impact performance of the organisation (Omisore et al 2015). Therefore, the expectations of organisation can be jeopardized by employees' decisions and behaviour resulted from not observe work ethics. The review of these literatures from various scholars reveals that workplace ethics that became a practise for all can shape employees' behaviours and influence the performance of employees and that of organisation.

## **2.7 Theoretical Literature Review**

Three psychosocial theories of human behavior support the notion that external and internal forces in many organizations greatly influence employees to engage themselves in unethical conducts, Baehr et al. (1993).The theories reviewed

are: (a) the Employee Risk Triangle Theory, (b) the Stress Facilitation Theory, and (c) the Social Disorder Theory. The relationships of each theory to organization performance and the risk of unethical employee conducts were discussed below.

### **2.7.1 The Employee Risk Triangle Theory**

This model identifies three forces which act on an employee's propensity to engage in unethical conducts. The three forces are Need, Opportunity, and Attitude. According to Researchers at DePaul University in Chicago, "Employee Risk Triangle Theory has a great contribution in providing a common-sense theory of employee crime and deviance, Terris (1985).

Following the increase of unethical conducts in most of public organizations by employees specifically at DAWASCO as described in the DAWASCO Technical Report (2010), this theory has greatly contribution to this study and provides a framework towards a better understanding on employees ethical conducts in organizations. However, this theory has focused heavily on the attitudinal components and does not provide as to whether there are other forces apart from these attitudinal forces that may affects employee's ethical conducts in the organization.

### **2.7.2 The Stress Facilitation Theory**

This theory traces on the influence of social stress as a catalyst for employees to engage in unethical conducts in organizations according to Jones (1982). The

Stress Facilitation Theory posits that when more dishonest employees experience heightened job stress, their feelings of distress facilitate a multiplicative theft response. Employees who endorse dishonest attitudes toward theft are reliably more likely to steal at work than job candidates and employees who endorse intolerant and punitive attitudes toward theft Travers and Cooper (1996). Moreover, distressed workers are more likely to engage in on-the-job counter-productivity than less stressed employees. Therefore, organizations that screened their workforces with pre-employment ethics and integrity tests should be more immune from the impact of the stress caused by a tough economy compared to organizations that did not screen their employees for integrity and ethics attitudes. This theory has the relating goals but this phenomenon will be tested in public organizations whereby University Of Benin is the case study.

### **2.7.3 The Social Disorder Theory**

Recent experimental research conducted by researchers from the University of Groningen in the Netherlands supported the concept that “signs of disorder” in a neighborhood can, in a causal fashion, lead to other broken social norms and resultant delinquent behaviors Keizer, and Lindenberg (2008). This theory relate to this study on the facts that it assess the social forces that may affects the ethical conducts of employees as they interact with one another in the course of providing their services.

However, the theory does not provide the resultant of the affected ethical conducts and how they relate to the performance of an organization. This study will critically make an assessment as to how the external and internal social phenomenon can affect ethical conducts of employees and how do they affect organization performance in public organizations whereby University Of Benin is the case study.

## **2.8 General Discussion**

Many organizations in Nigeria operate under ethical behavior whether formally or informally, many of these aspire to comply with externally enforced ethics but actually endeavor to make ethics as a part of business as usual. More often than not the aim of ethical behavior is to integrate ethics in all aspects of organizational life and decisions by institutionalize ethics. Reputation is lost in seconds, while great efforts, consistency and time are required to build it up again. The message comes across quite clearly, ethical values play a significant role for organization. They can account for true competitive advantages, and their absence can threaten organizational growth and impair its survival whether an organization is facing criminal charges or it is just its customers or employees that question its behavior conducts.

Organizations should set ethics programs which are set of activities, policies and procedures intended to support employees to understand and comply with the ethical standards and policies set by the organization. Programs comprise various

elements designed to prevent misconduct, defined as “behavior that violates the law organizational ethics standards” Ethics Resource Center, (2008). Companies with strong ethics programs report improvements in ethical conduct, and programs have a positive effect on employee behavior, ethical attitudes and corporate culture Ferrell et al. (1998).

It is likely that each element has certain impact on employees' attitudes and conduct, but the manner and extent of this impact may vary. Proenca (2004) suggested elements: a code of ethics, an ethics officer an ethics training programme, an ethics audit system, and dedicated ethics telephone hotlines. Ethics programme begins with development of a code of ethical conduct to guide employees on what is viewed as ethical behavior. Schwartz (2004) found that ethics codes influence behavior. The second element is ethics training, to help employees understand the ethical goals and values of the organization, increase their ability to deal with ethical issues Proenca, (2004), and encourage ethical behavior. The third element is implementation of mechanisms to provide ethics information frequently through appointment of an ethics officer to advice employees, investigate allegations of ethical problems develop and coordinate ethics and compliance policies and oversee the ethical conduct of employees in an organization Petry et al. (2003). The fourth element is provision of an anonymous reporting system to allow employees to provide information on ethical violations in an organization and reduce employee

fear of retaliation for reporting workplace misconducts Schwartz (2004). The fifth element disciplining of violators and is linked with the last element, evaluation of an employee's ethical performance.

A reward and punishment system is a key factor in promoting ethical behavior Baucus and Beck-Dudley (2005), and many organizations include ethics in their performance appraisals Petry and Tietz, (1992). One way of improving employee compliance with ethical standards is by generating sense of threat, while evaluation of ethical behavior is used as a tool to incentivize employees to behave ethically.

Every organization has strategic objectives with a business plan to meet them. Targets and deadlines are a normal part of performance setting for managers at all levels. But when reward systems are disproportionately dependent on the achievement of goals set, the temptation to 'cut corners' can be difficult to resist. Problems arise when management sets targets for cost cutting, output expansion and sales that are not discussed with those responsible for achieving them. This focus on the short term can severely undermine ethical behavior. The pressure on listed companies to report results on a quarterly basis tends to irritate the problem.

### **2.8.1 University Of Benin Ethical Values**

More often than not, discussions about ethics in any organizations reflect mostly on the individual moral responsibility. Every person in the organization is

morally responsible for his or her own behavior, and any efforts to change that behavior mostly focus on the individuals conducts. The human resource department vividly stipulates how individual employees at University Of Benin are reported to involve themselves in unethical practices.

Most of illegal connections appear to be performed by University Of Benin employees and many of those retrenched in 2007 are thought to be earning money this way today. Water bill embezzlement and excessive charging also continue to be reported.

But there is another way of understanding organization ethics, which is reflected in the corporate moral responsibility. Here individuals are viewed not in isolation, but as members of communities that are partially responsible for the behavior of their members. So to understand and change an individual's behavior we need to understand and try to change the communities to which they belong.

This can be assessed by reflecting society perception over University Of Benin ethical values which seems to be negatively oriented due to the increased of massive complaints that are being issued in public. According to the Water Utilities Performance Report 2011/12, the inability, or unwillingness, of the organization to offer adequate salaries and more motivating working conditions fuels is another major challenge as it is believed to greatly influence unethical conducts among University Of Benin employees and thus affects organization public image.

However, the greatest challenge in discussions of ethics in organizations is to find ways in which organizations can be designed to promote adherence to the required ethical standard by both individuals and the corporate at large. It is the intention of this study to come out with findings as to whether ethical conducts of employees has any related impact to the performance of individuals.

### **2.8.2 University Of Benin Performance**

The performance of University Of Benin has not been such encouraging for the past three consecutive years. The Water Utilities Performance Report 2011/12 gives details on how University Of Benin has failed to comply with 81% of the targets subjected to financial penalties for noncompliance. Major failures were observed in the areas of water losses, collection efficiency and water pressure to customers.

For the targets that are not subjected to financial penalty upon non-compliance, University of Benin complied by 53% and the major failure was on increasing the number of service hours. It is the intention of this research to come out with findings as to whether this poor performance in public organizations specifically University Of Benin has any connection with ethical conducts of employees.

## **2.9 Empirical Literature Review**

In the research done by McManus and White (2011) which dealt with the challenges faced by corporations in incorporating ethics into their strategic

management processes, the research was based on a survey of issues and the literature published in Europe, North America and Asia the finding indicated a definite gap between the implementation of strategy and the moral and ethical obligations of corporations. Given the decline in business ethics and recent corporate scandals it is proposed that ethics be brought back to the forefront of strategic management and integrated into the strategic management process. The recommendation of the study was that, the strategic decisions of any large scale economic enterprise in a competitive global environment result in both benefits and harms. It is the responsibility of senior managers to distribute benefits and allocate those harms among stakeholders of their company. Some firms do this arbitrary when or if done in a more thoughtful manner the ethical principle offer the only form of analysis that is capable. From academic perspective evidence that suggest commitment to the future of a firm will ensure efforts that are both cooperative and innovative. Looking to the future one can see that there is still a lot to do in this area.

In the study done in Singapore by Chye (2004) titled “Organizational Ethics and Employee satisfaction” which examined the relationship between organizational ethics and organizational outcomes based on justice theory and re-cognitive and dissonance theory. The sample data were delivered from questionnaire survey of 237 managers in Singapore. The results obtained from decision trees indicate that

organizational leaders can use organizational ethics as a means to generate favorable organizational outcomes.

Further the results indicate there is significant and positive links between ethical behavior and career success within the organization and job satisfaction also the findings reveal that there is association between ethics and organizational commitment. Implication of the findings is that management support for ethical behavior and the association between ethical behavior and career success can be influenced by top managers in the organizations. Thus by consciously working on these variables, top management can enhance job satisfaction and organizational commitment among employees and in the work place. The current findings suggest that organizational ethics can help enhance job satisfaction and organizational commitment.

The above implication of the findings is that organizational ethics can be expected to be associated with organizational performance. This study has also the relating goals but this phenomenon was tested in public organizations whereby University Of Benin was the case study. In the paper done in Nigeria by Kehinde (2010) titled, "Effects of Ethical Behaviors on Organization Operations". The researcher describes how many modern organizations are today faced with numerous challenges such as illegal and unethical business practices in a number of business transactions. He explains how Code of ethics may affect the conducts of employees

when they are properly set and adhered. The paper uses a quantitative method with two hypotheses stated in the null form. Findings revealed that ethical behavior has effects on the operations of an organization and that good ethical behavior has a positive correlation with organizational outcomes. Suitable policy recommendations were offered which decision makers in business organizations and government functionaries will find highly useful. This paper reflects the theme of this study on the facts that it explores the ethical conducts of employees and their consequences on the performance of an organization. However, the research basically had focused on Nigeria environment only particularly in Lagos.

In the study done in Korea by Yang and Grunig (2005) which titled “Decomposing organizational reputation: The effects of organization–public relationship outcomes on cognitive representations of organizations and evaluations of organizational performance”. The purpose of this study was to decompose common reputation measurement systems into behavioral organization–public relationship outcomes, cognitive representations of an organization in the minds of publics and evaluations of organizational performance. In the proposed model, tendency for active communication behavior and familiarity are suggested as correlated precursors of organization–public relationship outcomes (e.g. trust, satisfaction, commitment and control mutuality) and organization–public relationship outcomes are hypothesized to have a direct effect on evaluations of

organizational performance as well as an indirect effect via the mediation of cognitive representations of the organization. The authors investigated different types of five Korean-based organizations (two domestic corporations in different industries, a multinational corporation, a sports association and a non-profit organization), the recommendations were analyzed, seen validate the model across different types of organizations. The findings of this study suggest that relationship outcomes lead to favorable representations of an organization and positive evaluations of performance of the organization.

It was a study by Schwartz (2007), argued that individuals in an organization they have their own motives which can be changed through the executive function to match the goals of the organization. If the individual and organization goals match and corporation is achieved the system is considered effective. Also individuals accept orders from authority without questioning if the following conditions were met: understanding of order, consistency with purpose of organization, compatibility with personal interest and mental and physical ability to comply. Bernard also suggested three major executive functions to provide a system of communication to promote the securing of essential personal efforts and to formulate and define the organization's purpose and objectives Bernard, (1998). The decisions of managers have great impact in the society, so they have to make decisions that shape the

economy, the society, and the lives of individuals within it for a long time to come according to Drucker (1954)

In the study done in London by Rita (1995), which based on detailed observation and data collection in 1993 on the introduction of quality management and the development of employee involvement programs. The study revealed that 85 per cent felt that quality was a high priority for their firm. The participating population is therefore in firms which had already introduced quality programs. There was therefore a useful differentiation between mature quality programs, those which were in a transitional phase of development and those which were just beginning to develop Total quality management (TQM). It was the focus of this study to reflect organizations in Nigeria particularly University Of Benin and to come out with findings. In the research done in Australia by Michael (2005) titled Management development, “developing ethical corporate culture in three organizations” the investigation was to look at three organizations (a naval shore establishment, a police academy, and a small, family-owned engineering firm) and see to what extent they had developed a culture that was both ethically and socially responsive.

## **2.10 Conceptual Framework**

In inputs the organization has expectations from each individuals basing on the set performance indicators and targets, and predicts the conducts that will

advance its operations. The employee ethical conducts means adhered to integrity of the human conduct and this will facilitate organization to realize positive performance. Under this scenario there is the direct link between ethical behavior and the performance of organization. If the employee is unethical it means does not follow standards of conduct of a particular group of people in society. Managers need to shape attitude of individuals in order to be ethical so as to realize the expected performance In actions corporate leaderships are impacted upon by the general environment of the organization in which they operate. Each culture is a product of its unique values, beliefs and rules of behaviors and has a particular leadership culture and a set of beliefs systems. These beliefs system are shared ways of interpreting an organization's environment, its past and its future prospects.

In output the interaction of societal expectations and the way that a corporate leadership interprets and reacts to these pressures produces outcomes. These outcomes manifest themselves in a number of ways.

If the individual and organization goals match and corporation is achieved the system is considered effective. Also individuals accept orders from authority without questioning if the following conditions were met: understanding of order, consistency with purpose of organization, compatibility with personal interest and mental and physical ability to comply.



## **CHAPTER THREE**

### **METHODOLOGY**

Methodology involves the systematic collection and analysis of data in research. It also involves the research design, population of study, sample size, sampling methods or techniques, sources of data, instruments of data collection and the techniques of data analysis. The components of the methodology of this research are outlined here under.

#### **3.2 Research Design**

This is the specification of the method and procedures for acquiring the information needed for the research. It will make use of quantitative method of data collection which involve conducting interviews and the circulation of carefully designed questionnaires to respondents in the study area.

#### **3.3 Population of the study**

The population from which the sample was drawn for this study consists of 212 staffs of University of Benin, Benin City from which a sample size is drawn. The above statement implies that the population of the study is exclusive of both junior and senior staffs.

### 3.4 Sample Size and Sampling Technique

The sample size (n) for the number of questionnaires distribution in the institution will be determined using the Yamani (1982) Formula to determine sample size as quoted in Afonya (1982).

$$n = \frac{N}{1+N(e)^2}$$

Where,

$n =$  *sample size*

$N =$  *population size*

$e =$  *percentage level of significance*

$$N = 212$$

$$n = \frac{212}{1+212(0.05)^2} = \frac{212}{1+0.53} = \frac{212}{1.53}$$

$$n = 138.6$$

The sample size for this study is thus 138 Respondents from the population.

### 3.5 The Research Instrument

The research instrument used for the study is the questionnaire. It consists of two sections. Section A focused on respondents personal Bio-data such as gender, marital status, Age, highest educational qualification, and number of years spent in

the institution. Section B requested respondents to complete questions related to the study variable of the influence of workplace ethics on the performance of public organisation.

### **3.6 Validity and Reliability Of Instrument**

Reliability and validity of data by allowing experts in statistical analysis to make useful inputs on the research instruments. The questionnaire constructed will also given to supervisor to ensure that the research instruments will be consistent with variables raised in the hypotheses and that they actually measure the issues under study by the researcher. This therefore improved without doubt the validity of the research instruments.

### **3.7 Method of Data Analysis**

The data collected was analyzed using standardized methods. To this end, the Chi-Square ( $\chi^2$ ), simple percentage and t-test was used to analyze the questionnaire. Analysis of data by simple percentage enabled the researcher to know the different opinions in assessing and testing the hypothesis for interpretations. The chi-square was used to substantiate the data or facts of the study. The data was presented in tables according to bio-data information like sex, age, marital status, educational qualification, and occupation.

The formula for the computation of the chi-square ( $\chi^2$ ) is given below:

$$\chi^2 = \frac{\sum (f_o - f_e)^2}{f_e}$$

Where:

$\chi^2$  = Chi-square

$f_o$  = Observed frequency

$f_e$  = Expected frequency

While the formula for computing the simple percentage is:

$$\% = \frac{PC}{N} \times \frac{10}{100}$$

Where

PC = Percentage compliance

N = Total number of respondents

100 = Common base of simple percentage

## **CHAPTER FOUR**

### **DATA PRESENTATION AND ANALYSIS**

#### **4.1 Presentation Of Data**

Research generally is meant to generate data for analysis and this results in a large volume of statistical information, which is mostly in its raw state. In order to use data for the objective of a research, they have to be reduced to manageable dimensions. This, among others things is what this chapter seeks to achieve. The researcher made use of both close and open ended question to gather his information.

The major aim of this project is to evaluate workplace ethics and organizational performance. 200 questionnaires were administered to respondents randomly selected from the study area due to inability to meet with the entire population. A time period of one week was allowed the respondents for completion after which the researcher collected the administered questionnaires.

In all a total number of two hundred (200) questionnaires were administered and one hundred and eighty (180) were retrieved, 16 were wrongly filled and four (4) were not returned.

The response are presented in tables and percentages which were used to illustrate the responses received.

#### **4.2 Demographic Information of Respondents**

The demographic variables of respondents that was of interest in this study were age, sex, marital status, highest educational qualification, religion, income level and length of service.

Table 4.1 shows the demographic distribution of both academic and non-academic staff (respondents) in this study.

**Table 4.1: Demographic Information of Respondents**

Variable	Measurement	Non Academic Staff	
		Frequency	Percentage
Age	18-25	5	19.3
	26-35 Years	55	36.8
	36-45 Years	60	22.8
	46-55 Years	42	14.7
	55 Years and above	13	4.6
	<b>Total</b>	<b>180</b>	<b>100.00</b>
Gender	Male	110	54.0
	Female	70	46.0
	<b>Total</b>	<b>180</b>	<b>100.0</b>
Marital status	Single	56	36.1
	Married	120	62.5
	Separated	4	1.4
	<b>Total</b>	<b>180</b>	<b>100.0</b>

Educational qualification	Diploma	6	21.4
	Bachelor's Degree	130	63.2
	Masters' Degree	44	15.4
	Doctorate	-	-
	Post doctorate degree	-	-
	<b>Total</b>	<b>180</b>	<b>100.0</b>
Religion	Christianity	141	83.9
	Islam	39	14.4
	African Traditional Religion	-	-
	<b>Total</b>	<b>180</b>	<b>100.0</b>
Length of service	0- 5 Years	71	25.4
	6-10 Years	80	38.6
	11 - 15 Years	23	33.9
	15-20 years		
	21 Years and above	6	2.1
	<b>Total</b>	<b>180</b>	<b>100.0</b>

*Source: Researchers' field work, (2025)*

In respect to non academic staff, 15.8 % of the respondents (15) were less than 30 years, 36.8% of the respondents (35) were between the age of 26 –35 years, 36.8% of the respondents (18) were between the age of 46 – 50 years, 9.5% of the respondents were between the age of 50 – 60 years and 3.2% of the respondents were above the age 60 years. This showed that most of the respondents were between the ages of 30 – 40.

With respect sex 55.8% (53) it was evident in the sex category that 54.0% (154) respondents were male while 46.0% (131) were female. Obviously the males dominated in the sample

The percentages of highest education level of respondents were as follows: none of the respondent had diploma degree, bachelor's degree 11.6% (11), masters' degree 45.3% (43) while doctorate 27.4% (26) and post doctorate degree 15.8% (15). From the result in the Table 4.1 above, it is clear that most respondents were at the tertiary level. The percentages of highest education level of respondents for non-academic staff were as follows:

diploma 63.2% (180), bachelor's degree 21.4% (61) while master's 15.4% (44). From the result in the Table 4.1 above, it is clear that most respondents had diploma

Table 4.1 indicates that 85.4% of the respondents (139) were Christians, 14.6% (41) were Muslims and none of the respondents were African tradition religion. Christians therefore dominated in the sample with large difference in the two groups.

With respect to length of service, 25.4% (71) had worked for less than 5 years, 38.6% (108) had worked for 5 – 10 years, 33.9% had worked between 11 – 20 years and 2.1% (6) had worked for more than 20 years. According to result obtained from the frequency table, it showed that for the two (2) groups, most of them (respondents) had for 5 – 10 years.

### **Impact of workplace ethics on organizational performance**

From the checklist provided, respondent’s opinion of workplace ethics on organizational performance is depicted in Table 4.2.

Variable	Non Academic staff							Perception Index
	Statement	N	SD 1	D 2	N 3	A 4	SA 5	
Strict adherence to work place ethic enhances performance	180	3 1.1%	10 3.6%	15 5.4%	31 46.8%	120 42.9%	4.27	
Unethical behaviour such as poor ethic training and weak foundation from recruitment impede organizational performance	180	7 2.5%	5 1.8%	20 7.1%	25 44.6%	122 43.6%	4.25	
Ethical behavior of employee can help to improve organization performance	180	9 3.2%	16 5.7%	23 8.2%	60 57.1%	72 25.7%	3.96	
Work place ethics are meant to guide employee for effective performance	180	10 3.6%	16 5.7%	20 7.1%	61 57.5%	73 26.1%	3.97	

**Source: Researchers’ field work, (2025)**

The table above shows the perception of the respondents on the workplace ethics on organizational performance. It indicates that majority of the respondents believed that Ethical behavior of employee can help to improve organization performance in the organization as revealed by the perception index of 4.27. Also, perception index of 4.25 shows that Work place ethics are meant to guide employee for effective performance

**Perception of respondents on relationship between workplace ethics and employees’ commitment to work in organisation**

		N	SD 1	D 2	N 3	A 4	SA 5	Perception Index
	Workplace ethics enhances employees commitment to work	180	11 3.9%	30 10.7%	39 13.9%	51 53.9%	48 17.1%	3.70
	Employees freedom, self-governance and an ability to make choices about their training enhances organizational performance.	180	13 4.6%	36 12.9%	23 8.2%	97 34.6%	10 39.3%	3.91
	Organisation benefit greatly when it’s employee demonstrate some measures of self discipline at work	180	26 9.3%	32 11.4%	32 11.4%	17 41.8%	72 25.7%	3.63
	Employee	180	17	16	34	24	89	3.90

	commitment to work is reward able		6.1%	5.7%	12.1%	44.3%	31.8%	
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**Source: Researchers’ field work, (2025)**

The table above reveal that Workplace ethics enhances employees commitment to work as reflected by the index of 3.70. as regard to whether Organisation benefit greatly when it’s employee demonstrate some measures of self discipline at work, the respondents perception index of 3.90 showed that Improper pay structure causes grievance in the workplace. It can also be seen that the perception index of 3.90 indicates that Employee commitment to work is reward able in the workplace.

**Perception of respondents on what influences employee’s decisions and behaviour in organisation**

		N	SD 1	D 2	N 3	A 4	SA 5	Perception Index
	Awarding employees when performed excellently in ethical manner	180	15 5.4%	20 7.1%	34 12.1%	28 45.7%	83 29.6%	3.87
	Employees induction has a positive effect on employee attitude and behavior.	180	25 8.9%	23 8.2%	24 8.6%	59 56.8%	48 17.1%	3.65
	Ethical issues openly discussed in staff meeting.	180	10 3.6%	25 8.9%	27 9.6%	77 63.2%	41 14.6%	3.76

	Provision of ethical standards awareness training on regular basis	180	27 8.9%	21 8.2%	24 8.6%	55 55.4%	51 17.1%	3.75
	Salaries and wages of employee influences employee behaviour in an organisation	180	16 5.7%	27 9.6%	26 9.3%	55 55.4%	55 19.6%	3.74
	Ethical standard of an organisation influences employees decision	180	5 1.8%	17 6.1%	34 12.1%	53 54.6%	71 25.4%	3.96

*Source: Researchers' field work, (2025)*

The above table present the respondents Employees induction has a positive effect on employee attitude and behavior. in Nigeria work place. The table shows that majority of the respondents believed that Salaries and wages of employee influences employee behaviour in an organisation with the perception index of 3.89, they also believed that Ethical standard of an organisation influences employees decision with an index of 3.65.

**Perception of respondents on the level of compliance of employee to workplace ethics**

		<b>N</b>	<b>SD</b> <b>1</b>	<b>D</b> <b>2</b>	<b>N</b> <b>3</b>	<b>A</b> <b>4</b>	<b>SA</b> <b>5</b>	<b>Perception</b> <b>Index</b>
	Organisations discipline employees who violate ethical standards.	180	33 11.8%	27 9.6%	35 12.5%	17 41.8%	68 24.3%	3.57
	Organisations take action on violators of ethical standards,	180	18 6.4%	23 8.2%	42 15.0%	39 49.6%	58 20.7%	3.70
	Efforts are made to ensure that all employees fully implement ethical standards at work,	180	18 6.4%	20 7.1%	59 21.1%	40 50.0%	43 15.4%	3.61
	Faithfulness to workplace ethics means employees are strongly committed to work.							

*Source: Researchers' field work, (2025)*

The table above present the respondent opinion on the Organisations discipline employees who violate ethical standards. The table indicates that majority of the respondent agree that Organisations take action on violators of ethical standards, in the workplace as indicated by the perception in index of 3.57. also, they believe that Efforts are made to ensure that all employees fully implement ethical

standards at work, with another index of 3.70. they also agree that Faithfulness to workplace ethics means employees are strongly committed to work.

## **SECTION SEVEN**

As regards to whether they are satisfied with the grievance handling procedures in University of Benin, most of the respondents agree that they are satisfied and with reasons that the channel of receiving complains is good and effective.

### **4.1 Hypothesis Testing**

At the inception of this study, we formulated some hypothesis which were designed to act as guide to the conduct of this study. In this section, we shall attempt to test these hypothesis in order to give credence to our Assumptions about the problems under investigation.

#### **Hypothesis One**

Ho. There is a positive relationship between relationship between workplace ethics and employees' commitment to work in organization.

H1. There is no positive relationship between relationship between workplace ethics and employees' commitment to work in organization.

$$\text{Chi-Square } (X^2) \quad X^2 \sum = \frac{(fo - fe)^2}{fe}$$

Fe

Where

$X^2$  = Chi-square symbol

$F_o$  = Actual or frequency observed

$F_e$  = Frequency expected

$\Sigma$  = Summation

**Decision Rule**

At 0.05 level of significance the null hypothesis will be rejected if the computed  $X^2$  is greater than the table value of  $X^2$  is greater than the table value of  $X^2$  at 4 degree of freedom.

**TEST DATA:** The data used to test this hypothesis was obtained from the responses of respondents to questions contained in the questionnaires.

**Table 4.4.1: One-Way Classical**

	Respondents		$F_o - F_e$	$(F_o - F_e)^2$	$\frac{(F_o - F_e)^2}{F_e}$
	$F_o$	$F_e$			$F_e$
Strongly Agree	20	36	64	4096	91
Agree	75	36	19	361	6.5
Undecided	56	36	0	0	0
Disagree	20	36	36	1296	23.1
Strongly Disagree	9	36	-47	2209	39.5
Total	180	180	0	926	160.1

Calculated Chi-Square ( $X^2$ ) = **160.1**

From the chi-square table the critical value of 4 degree of freedom (5-1) (2-1) is 9.49 the computed value of 51.4 is greater than the critical value of 9.49.

## **Conclusion**

Since the computer  $X^2$  value is greater (160.1) than the table value of  $X^2$  (160.1) at 5% level of significance and 4 degree of freedom we reject the null hypothesis which states that There is no positive relationship between relationship between workplace ethics and employees' commitment to work in organization. Therefore the alternate hypothesis which states that There is a positive relationship between relationship between workplace ethics and employees' commitment to work in organization stands and accepted.

## **4.3 Discussion Of Findings**

- (i) Understanding work place ethics is made possible when corporate policy and procedural guide is followed.
- (ii) That professionalism foster work place ethics.
- (i) That through peaceful co-existence problems are identified and suggestions made on ways of solving them.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter provides a summary of findings; conclusion of all works performed in this study report and experienced elements as recommendation for others who will be concerned in undertaking a similar research title and the society in general.

#### **5.2 Summary of the Findings**

This research attempted to explore the relationship between employee's ethical conducts to organization performance particular UNIBEN. An interesting finding was that there is a significant positive relationship between employee's ethical conduct and organization performance ( $r=0.308$ ), but significant at 0.01 level. The summary of the findings were as follows;

#### **Awareness of Employees Ethical Conducts to the Organization Performance**

The information obtained from the data gathered reveal that only 16 percent strongly agreed that they were aware on the relationship between employees ethical conducts to organization performance, and 68 percent agreed on that. Also the other hand 16 percent were not able to describe it at all. On the other hand during interview some respondents (18 percent) shown that they were not aware on ethical

conducts. This reveals that some employees misbehaved because they lack awareness on ethical conduct, the organization should sensitize the awareness of ethical conducts in order to enhance organization performance.

### **Adherence Towards Ethical Conducts as A Parameter of Organization Performance**

From the data it shows that 18 percent strong agreed that changes in employee's attitude will fever organization performance, 66 percent agreed if efforts are made to change employees ethical conducts it will affect the performance of organization. Only 16 percent were not able to describe it at all. This implies that a total number of respondents suggested that, changes of ethical conducts in organization will affect organization performance. Apart from the situation revealed respondents suggested the strategies to be taken in order to change employees' ethical conducts.

The results show that employee's ethical conducts is in line with the organization's performance. Strategic goals are important for future performance.

### **Dissemination of Skills and Knowledge on Ethical Conducts by the Organization**

The findings shows that there were 16 percent who strongly agreed that organization give positive support in enhancing the skills and knowledge on ethical

conduct to its employees, while 52 percent agreed on that. On the other side 16 percent were neither agreed nor disagreed while another 16 percent disagreed, this suggests that, such knowledge and skills have not been widely enhanced in the organization.

From interviewed participants' researcher found that some (32 percent) were not able to describe organization ethical policy, this shows that the management has not well implement ethics policy skills among individuals. It is necessary to enhance and review ethical skills and knowledge for better organization performance. On the basis of the results and discussion, it is recommended that public organization should adopt ethical conducts so that cultivated among the employees from the initial stages of their work.

### **5.3 Conclusion**

The soundness of organization performance is important for economic development of a country; basing on the services rendered to the community contributes in stimulating economic opportunities to be realized. The employees ethical conducts is the crucial part for the success of the organization to achieve its goals and objectives. The study revealed that organization has great challenge concerning with ethical issues.

The assessment therefore, concludes that organization performance is interplay of several variables and that employee's ethical conduct plays a role in performance but not the major role. Employees thus may agree to be co-operative and participate in ethical conduct improvement programs. They may at some stage become involved in these disciplines, thus giving more of themselves in terms of intellectual and affective contribution, however, requires a higher level of personal involvement.

Therefore, the study of employees' ethical conducts contributes to the effort which in one way or the other makes organization success. The strong relationship between employees' ethical conducts and organization performance are critical to achieve and maintain competitive advantages as a consequence earnings.

#### **5.4 Recommendations**

Basing on the views obtained from professionals interviewed, the following recommendation can help to improve organizational ethical conducts. Decision makers should set use of ethical conducts as priority towards improving organization performance by set adequate resources and commitment to achieve this ends.

There is a need for responsible training institutions to enhance training on ethical conducts so that the graduate professionals can acquire adequate knowledge, skills and hence appreciate and adhered to ethical conducts.

UNIBEN as the case study should collaborate with responsible agencies so as to demonstrate the provision of the necessary facilities present and hence impart knowledge to employees on ethical issues.

It is recommended that, other stakeholders in the industry such as religious and public institutions dealing with public services should also take a forefront role in ensuring adequate initiatives are in place to enhance ethical conducts. Hence it is therefore recommended that the responsible authorities should invest in improve in working condition since employees ethical conducts is positively connected with organization performance.

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**APPENDIX I**  
**QUESTIONNAIRE**  
**DEPARTMENT OF PUBLIC ADMINISTRATION**  
**FACULTY OF SOCIAL SCIENCES**  
**UNIVERSITY OF BENIN, BENIN CITY.**

Dear Sir/Madam,

**REQUEST FOR YOUR COOPERATION IN COMPLETING THIS  
QUESTIONNAIRE.**

I am final year undergraduate student in the above named school and department. As part of the requirement for the programme, I am undertaking a research on **“The Influence Of Workplace Ethics On organisational Performance Of Public Organization”** with specific focus on Egor Local Government Area, Benin City, Edo State. In this regard, you have been duly selected as a member of the sample.

I wish to appeal to you to kindly assist this study by sparing few minutes to complete this questionnaire. Please be assured that your answers will be treated with utmost confidence and used solely for the research purpose.

Thank you for your cooperation.

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**(project student)**

## SECTION A: PERSONAL BIO-DATA

Instruction: please tick [ ] against your chosen response and record your view where necessary in the provided spaces.

1. Gender: Male[ ] Female[ ]
2. Marital Status: Single[ ] Married[ ] Divorced[ ]
3. Age Range: 20 – 30[ ] 31 – 36[ ] 37 – 42[ ] 42years and above[ ]
4. Highest level of education attained; OND/NCE [ ] HND/B.Sc [ ] Post-graduate [ ]
5. The number of years spent in the institution; 0-10years[ ] 11-20years[ ] 21-30years [ ] 31years and above[ ]

## SECTION B

**Instruction:** Kindly tick [ ] the option that most agree with your views. Please note that the meaning of the following abbreviations: SA – Strongly Agree, A – Agree, N - Neutral, D – Disagree, SD – Strongly Disagree

### INDEPENDENT VARIABLES

S/N	IMPACT OF WORKPLACE ETHICS ON ORGANIZATIONAL PERFORMANCE.	SA	A	U	D	SD
6	Strict adherence to work place ethic enhances performance					
7	Unethical behaviour such as poor ethic training and weak foundation from recruitment impede organizational performance					
8	Ethical behavior of employee can help to improve organization performance					
9	Work place ethics are meant to guide employee for effective performance					
10	Ethical behaviour of employee is a function of the employee salary					
	<b>RELATIONSHIP BETWEEN WORKPLACE ETHICS AND EMPLOYEES' COMMITMENT TO WORK IN ORGANISATION</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>
11	Workplace ethics enhances employees commitment to work					

12	Employees freedom, self-governance and an ability to make choices about their training enhances organizational performance.					
13	Organisation benefit greatly when it's employee demonstrate some measures of self discipline at work					
14	Employee commitment to work is reward able					
15	Workplace ethics is determined by on the job training					
	<b>WHAT INFLUENCES EMPLOYEE'S DECISIONS AND BEHAVIOUR IN ORGANISATION.</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>
16	Awarding employees when performed excellently in ethical manner					
17	Employees induction has a positive effect on employee attitude and behavior.					
18	Ethical issues openly discussed in staff meeting.					
19	Provision of ethical standards awareness training on regular basis					
20	Salaries and wages of employee influences employee behaviour in an organisation					
21	Ethical standard of an organisation influences employees decision					
	<b>THE LEVEL OF COMPLIANCE OF EMPLOYEE TO WORKPLACE ETHICS</b>					
22	Organisations discipline employees who violate ethical standards.					
23	Organisations take action on violators of ethical standards,					
24	Efforts are made to ensure that all employees fully implement ethical standards at work,					
25	Faithfulness to workplace ethics means employees are strongly committed to work.					

