

**THE EFFECT OF WORK ETHICS AND DISCIPLINE ON ORGANISATIONAL  
PERFORMANCE**

**BY**

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**DEPARTMENT OF HUMAN RESOURCES MANAGEMENT**

**FACULTY OF MANAGEMENT SCIENCE**

**UNIVERSITY OF BENIN**

**BENIN CITY**

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**A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF HUMAN  
RESOURCES MANAGEMENT, FACULTY OF MANAGEMENT SCIENCE,  
UNIVERSITY OF BENIN, BENIN CITY  
IN PARTIAL FULFILLMENT FOR THE AWARD OF BACHELOR IN SCIENCE  
DEGREE (B.SC.) IN HUMAN RESOURCES MANAGEMENT.**

**SEPTEMBER, 2023**

## **DECLARATION**

I, Peace Chinyere OGINI MGS1808194 hereby declare that the entire research work being submitted in partial fulfilment of the requirement for the Award of the degree in Human Resource Management in the University of Benin, Benin City, Edo State is the result of my independent assessment.

Embodied in this project is my original work and has not being presented for a degree by any other person in the University. All reference made to works of other person have been duly acknowledged.

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**Peace Chinyere OGINI**

## CERTIFICATION

We the undersigned, certify that the research work was carried out by Peace Chinyere OGINI in the Department of Human Resources Management, Faculty of Management Sciences, University of Benin. It is adequate in scope and quality for the partial fulfilment of the award of Degree of Bachelors of Science B.SC Human Resources Management.

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## **DEDICATION**

This work is dedicated first to Almighty God for giving me the strength and grace to complete this work.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the Study**

Organizations, in whatever shape they take, are formed up of individuals and teams who are linked and work toward achieving the organization's common goals and objectives. As a result, these people often engage with other individuals for the purpose to carry out their work responsibilities and make meaningful contributions to their companies. Furthermore, people are chosen for employment based on their unique personality features such as abilities, attitudes, beliefs, and perceptions, which may be the cause of conflict in any business (Knight Ukpere, 2014). Similarly, due to conflicting interests and acquisitive nature, certain people's conduct and attitudes in formal establishments and organizations vary from the organization's ethos, norms, and regulations. Ethics at work and discipline are also important aspects of every business. Employees who tend to be less encouraging of the culture of work and less dedicated to their organization are less inclined to make changes, whereas employees who wholeheartedly endorse the work ethic are more likely to implement modifications where those modifications do not have the possibility of modifications the foundational principles and goals of the business but instead are viewed as beneficial for the whole company. When individuals understood that improvements in the commercial sector were progressively excluding people from basic human principles (humanistic), integrity and discipline were vital for functioning. In a highly competitive business climate, not only does a firm prosper if it

has solid commercial requirements, but it also has a solid code of conduct. The goals of the company's own standards of ethics and regulation for the internal structures associated with the nature of control that wander. Only professionalism and ethics may be employed to exercise authority inside an organization. Furthermore, the organizational infrastructure, particularly management, must preserve a high moral standard. Only authorized capital can be developed further to keep cultivating a stronger moral determination that is bound by both the moral as well as disciplinary action values of the occupation, such characteristics, supervisors, and manifestations of ethics and discipline adopted and implemented by various social groups that are disparate from one another. As a result, the ethics and discipline that characterize moral education and character development, as well as evaluations of the communities that maintain them along with community dynamics, are always shifting. Despite its dynamic nature, the approach employed to examine ethics and discipline stays at the normative and meta-ethical levels. Meta ethical, on the other hand, appears to give weight to all of formalized philosophy's judgements. On the one conjunction, they will give a framework for moral justification while rejecting the merits of a position or conduct (Djaenuri, 2015). Job fulfillment and performance of staff members are determined by the productivity, work ethic, and integrity of a company. Some corporate executives or leaders assume that if a firm's wage requirements are satisfied, job pleasure will follow. It is accurate because one of the key factors in increasing performance and satisfaction is compensation. But in reality, there are other employees who are less satisfied even though almost all of their

demands are met. For example, this could be because he felt marginalized, detached in different ways, or treated unjustly by his supervisors. It could also be because his existence is not valued by other employees, which results in a sense of frustration. Long-term effects of this situation will be difficult to reverse; they may even result in laziness and poor performance, which will have an immediate impact on the organization.

## **1.2 Statement of the Problem**

Most Nigerian employees of non-governmental organizations are thought to conduct themselves according to the moral and professional standards that govern their job. Many workers do not follow the bulk of these recommendations because they are regularly late, lack a sense of obligation to be at work on time, and it is intimately tied to each worker's ethics. Ethics should be present in a person who has high moral standards and an unwavering religious commitment. Only the permitted funds can be created further when attempting to develop a more specific moral obligation to abide by the professional and punishment The values of the occupation; such characteristics, oversight, and appearances of principles and punishment enacted and enforced by different groups of people that are divergent from one another. As a result, the ethics and discipline that characterize moral education and character development, as well as evaluations of the communities that maintain them and of community dynamics, are always shifting. Despite its dynamic nature, the approach utilized to examine ethics and discipline stays at the normative and metha levels. Metha ethics, on the other hand, appears to give weight to all of formal philosophy's judgements. On the one hand, they will provide a moral

justification framework and reject the virtues of a perspective or action (Djaenuri, 2015). Employee performance and job satisfaction are influenced by an organization's performance, work ethic, and discipline. In order to improve organizational performance, several executives or leaders introduced changes.

### **1.3 Objectives of the Study**

The primary purpose of this research is to determine how workplace morale and disciplines impact organizational performance. The specific objectives are as follows:

- 1) To evaluate how employee discipline and work ethics affect organizational performance
- 2) To determine how employees feel about workplace ethics
- 3) To investigate the impact of workers' choices and actions at work
- 4) To identify the factors that influence organizational efficacy in disciplinary measures.

### **1.4 Research Questions**

The key research questions for the project are as follows:

- 1) How do employee discipline and work ethics affect organizational performance?
- 2) How do employees feel about ethics in the workplace?
- 3) How do workers' actions and decisions at work affect their decisions and behaviors?
- 4) What factors affect the efficacy of organizational sanctions?

### **1.5 Research Hypothesis**

For this investigation, the theories that follow will be tested:

- 1) Employee work ethics and discipline and organizational performance have no apparent relationship?
- 2) There is a positive correlation between employees' choices and actions at work.

### **1.6 Significance of the Study**

Efficient organizational Every organization's ability to function effectively depends heavily on ethics and discipline. This study is important for assessing the consequences of workplace discipline and ethics and their role in organizational performance. If properly funded, it offers recommendations and steps that will benefit both personnel as well as the business as a whole. It also presents difficulties to earn other academics in carrying out comparable investigations into ethical behavior at work and advance their expertise. This study is expected to contribute to the body of knowledge and be immensely beneficial for managers in both private and public enterprises, as well as general readers and prospective future researchers who may be interested in this sort of research work.

### **1.7 Scope of the Study**

In particular, Zenith Bank Nigeria Plc. is the primary focus of this study's assessment of the impact of work ethics and discipline in the banking industry.

### **1.8 Limitations of the Study**

The following are some of the potential issues we ran across when doing this research:

**Financial Restraint:** Sufficient funding is necessary for all effective and worthwhile research projects. However, due to the limited funding at the researchers' disposal, this research project may run into financial difficulties.

**Time Restraint:** The institution has allocated a restricted amount of time for the performance of the research task, despite the fact that conducting all research-related activities takes time. The specified study time is insufficient for the conduct of the research, which may restrict the size of the research project.

## **1.9 Definition of Terms**

**Employees** are men and women who are engaged by a company to execute a specific work or deliver particular services in exchange for money for the completed task or given service.

**Work ethics** is the belief that work and diligently have moral advantages and that there is an intrinsic potential, virtue, or value to improve one's character and skills. It is a set of principles founded on the worth of labor and manifested by a strong desire to work hard.

**Discipline:** Discipline is a collection of principles and a means for ensuring that disciplinary regulations are followed. This implies that every business has a distinctive set of "dos and don'ts" when it comes to rules and regulations. The simple act of adhering to these sets of guidelines

**Organization:** a group of individuals who have been brought together in an organized manner for the purpose of achieving a certain goal or aim.

**Performance** is defined as the ability to consistently provide results over a long period of time and across a variety of jobs. Its components include effectiveness, effectiveness, productivity, quality, and conduct. As a result, performance might be either behavioral or concrete. It also signifies the outcome of a work accomplished or practiced.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Conceptual Clarifications**

##### **2.1.1 Work Ethics**

Work ethics may be characterized as an expression of a person's personality, personality type, character, and belief in anything. Individuals, as well as other categories and the entire public, share this mindset. Ethics is created by habit, culture, and belief in value systems (Tasmara, 2002:56). Work ethic has numerous elements: it is rooted and related with a person's psychological values, it demonstrates an embedded view, it demonstrates an attitude, and it inspires someone (Wijayanti, 2012: 113). Ethos is a person's or group's distinct behavior, mindset, habits, and beliefs. Ethos can be interpreted to mean ethics or morality, both of which are significant characteristics of a human being or institution, including a nation. Ethos additionally refers to the human group's opinions on what is right and bad in her developing nations, that's ethics (Madjid, 2010: 89). The work ethics and discipline of employees have a substantial influence on performance. If government employees have become accustomed to strict regulation in all areas, each assignment that is completed swiftly and cleanly will indirectly establish a good work ethic. Any government official with a strong work ethic and discipline is guaranteed to keep his job well and will not quit her task; with the implementation aforementioned attitude, it is

going to be a pleasant service to the society as a whole so that individuals will find it all in the care of their government's requirements.

The purpose is that the employee's performance will be run in accordance with the expected objectives since work ethic and discipline have been used so that each job is carried out successfully and efficiently (Febriyanto, 2012; Herlambang, 2013). Employee performance will increase if a strong team effort is put in place (Hodges, 2015: 34). Professional workplace ethics are normative norms that contain a collection of values and moral ideas that serve as a guide for employees carrying out job responsibilities inside the organization. The building up of ethical behavior of workers who work in the ethics of the firm builds a picture of the staff member's role in the ethics of the organization. Because the normative is derived from business ethics. As a result, ethics is not exclusive to or meant for employees. This implies that staff management procedures, such as remuneration, career promotion, and performance evaluation, should be ethical. As a consequence, every ethical decision taken in the firm is motivated by management and employee interests. Work ethic is defined as the attitude, outlook, habits, features, or characteristics of how a person, organization, or nation works (Tasmara, 2000: 14). Work ethics refers to the moral character of government employees who will work together to create fair interactions inside the company. Some examples include being accommodating, caring, responsive, and proactive. Scholars have studied ethics and discovered that work ethic has a favorable and substantial influence on job satisfaction (Rokhman 2010; Marri et al., 2012). A strong work ethic has been shown to improve an

individual's performance (Wayan Marsalia Indica, 2011). Other academics have produced other outcomes). Individual performance was not improved by a strong work ethic (Shafissalam & Misbahuddin Azzuhri, 2014).

### **2.1.2 Organization Performance**

Actual outcomes are compared to the organization's expected outputs to determine organizational performance. In general, organizational performance "involves identifying the outcomes that the organization wants to achieve, creating plans to achieve those outcomes, carrying out those plans, and determining whether the outcomes were achieved" (Msanze N. S, 2013). Aninweze (2011) defines organizational performance as "the recurring activities to establish organizational goals, monitor progress toward those goals, and make adjustments to achieve those goals more effectively and efficiently."

### **2.1.3 Work Discipline**

Discipline is described as the mentality, conduct, and activities that are in accordance with the published or unwritten regulations of the firm. The legislation covers absenteeism, as well as coming and departing swiftly. As a result, this is an indiscipline attitude among employees that management must handle effectively. Discipline is one of the needs of workers to satisfy performance and conduct standards, including ensuring employees' presence according to defined time constraints. Discipline is defined as the attitude, behavior, and activities that adhere to both statutory and unwritten company principles. Regulations include absenteeism, slow entry, and speedy return. Thus, management must deal effectively with an employee's disciplinary attitude.

Employees require discipline in order to meet performance and behavior standards, which includes guaranteeing workers' presence according to defined time norms.

Work discipline is required for all employees. Discipline becomes a prerequisite for the development of attitudes, behaviors, and the maintenance of an organized existence, which will make it easier for employees to work. This will build a good working atmosphere and support goal-achieving efforts.

Based on the above definition, it is possible to conclude that employee work punishment in this study is the understanding and readiness of workers to obey the organization's rules, both formal and informal, and to not be deceptive in obtaining sanctions if infringing on the responsibilities and powers given to him, which can be measured. Through indicators such as (1) adherence with organizational standards, (2) fairness to all employees, (3) constant monitoring, (4) punitive consequences, and (5) job tasks.

## **2.2 Disciplinary Actions and determinants of Organizational Effectiveness**

In disciplinary proceedings, there are four key criteria that influence organizational success:

**1. Careful Employee Selection:** Employee selection (which occurs far before discipline becomes an issue) is critical in determining how a business will operate. Choosing must be done using care, taking emotional growth, a sense of responsibility, and personal integrity into account. Internal organizational discipline is established by the distinctive features of its individual members; hence, punishment that is appropriate in one company may be inappropriate in another.

**2. An Effective Motivational System:** Employees in well-managed businesses are rewarded for being productive and following the rules. Professionals who can be self-disciplined, highly productive, quick, sensitive to work rules, and respectful of others' rights are rewarded.

Responsibility, on the contrary hand, must be used in reversed situations to maintain standards of behavior and production.

**3. Required Rules and Regulations:** Once a rule has accomplished its purpose, it should be repealed. Rules must make obvious to those working for them who must adhere to them. It should be emphasized that disciplinary action policies should be reviewed on a regular basis. There should not be too many laws and regulations, particularly when they appear to be extraneous to the task at hand, because this communicates employees that they lack the analytical skills and maturity to be self-disciplined. Employee dissatisfaction and resistance to rules increase when they are very rule-conscious.

**4. Employees are more likely to comply with organizational norms** if they perceive they may face repercussions if they do not. Employees need the assurance and predictability that their job needs will be satisfied.

**5. Probable reasons of Disciplinary difficulties:** The following are some of the probable reasons of disciplinary difficulties in an organization. Capabilities and aptitude's Inadequate mental ability, poor common-sense judgment, not enough verbal ability, not sufficient quantitative abilities, and insufficient special aptitudes, physical limitations, abilities and expertise, as well as insufficient understanding of requirements, insufficient

education in general, insufficient professional training, and insufficient job related skills can all lead to discipline problems.

**6. Enforced Discipline vs. Self Discipline:** Discipline entails conducting business methodically by organizational members who strictly adhere to the key norms and regulations. These employees/organizational members collaborate to achieve the business mission and vision, and they understand that individual and collective objectives and desires must be aligned for the firm to flourish.

Disciplined employees are always organized, and organized employees are always disciplined. The cornerstone of corporate discipline is employee conduct. Discipline requires following the organization's established code of behavior. Productivity and efficiency are ensured by organizational discipline. It fosters employee camaraderie and collaboration while also serving as a morale booster.

### **2.3 Types of Disciplinary Actions**

To be fair, the penalty must be proportionate to the offense. In reality, most managers employ a restricted set of disciplinary measures that have precedence within the organization. Here are some other options:

**1. Oral Reprimand:** The most common and brutal type of punishment is the oral rebuke. Its purpose is to communicate to employees that mistaken conduct should not be repeated in a mature, matter-of-fact, and convincing manner.

**2. Written Reprimand:** Whenever an oral punishment fails, a manager may supplement it with a written reprimand. One copy is delivered to the offender, while the other is

retained in the file for reference later on. In some situations, the guilty party must sign the warning letter. This is a necessary step in the process of acquiring discipline.

**3. Job Transfer:** Sometimes shifting employees to less desired positions (but not necessarily lower pay) or shifts is adequate punishment for poor behavior.

**4. Disciplinary Layoffs:** In terms of severity, this is frequently second only to a written warning. The layoff might last a few days or a week. A typical layoff should last no longer than one week. Suspension is a phrase that is widely used in Nigeria. Personnel experts are questioning its usage as a disciplinary punishment since individuals might come back to work in a worse mood than when they left.

**5. Demotion;** This is one of the least ideal types of punishment, yet it is applied on occasion. Employees that are demoted lose salary over time. Losing salary over time is a steady and continual type of humiliation. Employees get dissatisfied as a result of giving up or losing drive. Such attitudes and behaviors are detrimental to the organization rather than beneficial.

**6. Docking** is a type of compensation that is used to pay for specific losses. Employees are passed over for promotions, salary increases, and end-of-year bonuses in various industrial situations due to unfavorable conduct or poor performance on strictly legal reasons.

**7. Dehiring:** This is a procedure whereby an employee is urged to resign as a popular alternative to recruiting. It has a less severe influence on the offender's career and causes less disruption. It has a less severe influence upon the offender's career and causes less

disruption. Internal examples include a lack of advancement, frequent undesirable assignments, and cold treatment from superiors.

**8. Discharging:** This is a version of the death sentence in the industrial world. Employees and the company both suffer when they are let go. Few employees are dismissed because of incompetence. The bulk of the causes are related to working behavior. Alcohol and drug use, for example, or other personality-related characteristics. Certain procedures must be performed in order to discharge, with the concept of "due process" in mind.

#### **2.4 Employee Perspectives on Workplace Ethics**

Employee perceptions of a company's ethical culture contribute to improved organizational outcomes. Many authors, such as Komari and Fariastuti (2013), try to establish the impact of ethical behavior in the workplace on performance both personally and professionally, highlighting that, aside from remuneration, ethics may influence employees to conduct or not commit crimes. The ethical code enhanced job satisfaction and performance (Elci & Alpan, 2009). Osibanjo et al. (2015) acknowledged that persons with strong workplace ethics tend to work more hours and spend less time on leisure experience greater performance and hence help the organization even in terms of overall organizational performance. Osibanjo et al. (2015) demonstrated the model's influence on work ethics such as integrity, sense of responsibility, emphasis on quality, self-discipline, and sense of teamwork, and found that employees with strong work ethics outperform employees with weak work ethics.

In addition, Floyd et al (2014) discovered with their staff assessment specifications by stating that indicators such as better performance at work, improved efficiency, and reduced absences are connected with a higher level of satisfaction with the job, implying staff members adhere to the organization's workplace ethics.

The attention placed on its employees contributes to the company's long-term viability. Because stakeholders may be assured of respect to ethics rules and the application of ethical reasoning in corporate decision making, employees who practice ethics are better contributors for the organization or top management. Employees that commit crimes usually wreak havoc on the organization (Komari & Fariastuti, 2013).

In today's environment, ethics is critical in deciding and developing workers' work ethic and behavior, which ultimately contributes to the success of enterprises. Workplace ethics can help to avert situations that are harmful to the business and its employees. An effective way to improve an organization's performance is to place a greater focus on work ethics practices, specifically by employing various ways that foster an ethical culture among workers (Komari et al. 2013)

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

Commitment is simply described as an individual's or group's devotion and commitment to an organization (Bello 2012). Commitment, according to Vance (2006), is both a readiness to continue in a course of action and a reluctance to change plans, typically due to a sense of duty to remain the course. According to Omisore et al (2015), workplace

ethics is a collection of principles that include the proper attitude, correct behavior, respect for others, and successful communication in the workplace.

Employee commitment is vital because organizational success is heavily reliant on it; high levels of commitment provide a secure workforce, which results in outstanding organizational performance. Employee commitment is an important issue since it affects the performance of staff members, absenteeism, and other behaviors. A committed employee may stay with a company even when times are tough (Varsha Dixit & Monika Bhati 2012). In terms of dedication, ethical employees are more likely to be devoted to their jobs than immoral ones. Thus, workplace ethics on these relations by inspiring employee commitment to work, for workplace ethics to be built; ethical standards must be developed to give direction for employee excellent work. When these two are combined, employees minimize their laziness, intent to leave, intent to seek other work, and absenteeism.

According to Thomas (2013), employee commitment can lead to enhanced work performance, attendance, and citizenship behavior in the workplace. He also claimed that individuals with little devotion make mistakes on the job and waste resources. This demonstrates that it is uncommon for an employee with limited dedication to be ethical at the same time, because lack of commitment can also entail injustice at work, which is the result of noncompliance with workplace ethics. According to Van Ness et al. (2010), employee commitment may be impacted by an individual's work ethic as a result of strong workplace ethics. According to Komari et al. (2013), in order for a business to run

well, workplace ethics must be formed in order to govern employee behavior, which will eventually promote employee loyalty.

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

According to Omolewu (2008), organizations are vulnerable because devoted workers who are normally honest might sometimes conduct unethically, with the notion that the hidden plots they engage in benefit the organization. Employee wrongdoing for the interest of the business can instill unethical behavior in employees and serve as the beginning of moral elimination. Omolewu (2008) also discussed factors influencing employee decisions and behavior that affect organizational performance, including the desire to advance one's career, the desire to protect one's livelihood, ignorance, competition for scarce resources, power or positions, and the presence of job pressure.

While Bazerman and Banaji believed that the presence of a "few bad apples" among organizational actors was the root cause of unethical behavior in companies (Bazerman & Banaji, 2004, 111 quoted in Omolewu, 2008). Another factor that might undermine moral activities at work is the temptation to compromise ethical standards among employees who are aware of wrongdoing but remain silent (Basran, 2012). Fraud, extortion, misappropriation, bribery, influence peddling, and conferring favors on friends are examples of obstacles that have an impact on employee behavior and decisions, and hence on organizational performance. Another type of corruption is acceptance; either directly or indirectly, such as (induced gift), favor, promise, or advantage for oneself or

another person or entity in exchange for any act or omission in the performance of one's job functions, which in turn impacts the organization's performance (Omisore et al 2015). As a result, employees' actions and behavior as a result of failing to follow work ethics might undermine the organization's expectations. A review of several experts' research shows that workplace ethics, which has become a practice for everyone, may modify employees' behaviour and improve the performance of both individuals and organizations.

## **2.7 Managing Unethical Behavior in An Organization**

The purpose of workplace unethical behavior management is to develop a realistic system that encourages ethical conduct in order to maintain company viability, survival, and a favorable corporate image. Some of the steps taken are discussed in further detail below:

### **Leadership**

Several studies have shown the necessity for ethical leadership as a means of managing unethical behavior in businesses (Davis & Rothstein, 2006; Walumbwa et al., 2008).

Brown et al. (2005) defined ethical leadership as "the exhibition of normatively suitable behavior through personal acts and interpersonal interactions, and the encouragement of such behavior to followers through two-way communication, reinforcement, and decision-making". Thus, in order to secure strong ethical practices in organizations, ethical leadership must be provided, as Walumbwa et al., (2008) discovered a link between ethical leadership and employee behavior. Top managers can influence their employees' behavioral habits. They carry the major responsibility for exercising power in

a way that discourages unethical behavior. Their everyday activities must demonstrate great ethical behavior.

### **Climate Ethical**

The holistic impression that individuals have regarding ethical rules, practices, and procedures inside a unit or organization is referred to as the ethical environment (Mayer et al., 2010; Victor and Cullen, 1988). In today's work environment, providing an ethical climate is the duty of all stakeholders. When the environment is ethical, people prefer to participate without inquiry, perceiving the conduct as normal.

### **Openness**

Individuals must encourage transparency in operations to ensure ethical behavior. From the top down, management should develop a culture of transparency that discourages unethical behavior. In this field, ethical problems are regularly raised and resolved before they escalate.

### **Socialization and Education in Ethics**

When new employees arrive, organizations must unfreeze their inherent behavior and establish suitable company norms and values. This may be achieved through ethic indoctrination and training, which will help employees grasp what ethical organizational conduct entails.

### **Regulations and laws**

Labor unions, companies, and the government may all help to regulate unethical behavior of individual workers by establishing and enforcing rules for ethical behavior in the form

of laws and regulations. However, every component of workplace behavior must be addressed; otherwise, it may result in time-consuming legal proceedings bogged down in legal interpretations and arguable grey areas (Sacconi, 2004).

### **Priorities of the Stakeholders**

Every stakeholder is under growing pressure to become more morally upright since their biggest consumers want them to act ethically in their dealings. Understanding what promotes unethical behavior Stakeholders value best practices. Customers/consumers, for example, are usually prioritized due to the multiple associated commercial benefits that may be achieved from increased consumer/customer satisfaction. Other stakeholders include investors (particularly institutional investors), regulators, scholars, and the media.

### **Protection for Whistleblowers**

A whistleblower, as the name suggests, is the individual who exposes the misconduct of others in a firm in order to uphold ethical standards and prevent wasteful, destructive, or illegal actions. Indeed, whistleblowers may suffer hindered career progression and other forms of workplace interactions, but research suggests that courts are increasingly sympathetic of him, indicating that legal protection may still be necessary.

## **2.8 Importance of Strong Work Ethics in Organizations**

### **Maintaining Genuine Performance**

Employees can carry out their obligations in an improved and rational manner, without concern for fairness or favor. As a consequence, harsh methods or unethical actions are avoided, which may boost profitability in the short term but harm corporate image in the long run.

### **Adapting to Changing Circumstances**

Work is not done alone, but rather in an uncertain setting. The existing working conditions may change so fast that completing the primary task becomes difficult. A comprehensive code of behavior or 'work ethics' will surely help employees anticipate, monitor, and adapt to changing conditions.

### **Keeping Errors to a Minimum**

There is not such a thing as a little error at work since they accumulate and become serious concerns, impacting job performance. A well-guided behavior anticipates mistakes and takes preventative measures to avoid them.

### **Managing Work Complexity**

An improvement in job responsibility might be the outcome of re-designing work, which can lead to poor performance. The code of conduct can help you meet and surpass job expectations by assisting you in completing the activity efficiently.

### **Cost-cutting measures**

Work ethics aids in reducing time spent on work and costs incurred on job performance. A well-planned operation will target all wastes and losses, whether short or long term.

## **2.9 Empirical Review**

In the United States, Van Ness R.K et al (2010) did a study titled "Work Ethic: Do New Employees Mean New Work Values?" The primary purpose of the study was to assess and contrast the personality and work ethic factors of graduated students from higher education institutions to those of working experts. Data has been gathered from 430 those using two the specimens: those of having graduated students at colleges and universities, where engagement in the paper-and-pencil survey experienced voluntary and managed in class, and those of workforce professions, where surveys, including questionnaires, were distributed in parchment paper via US Mail, Fax, and electronically via email and the Internet (Survey Monkey). The standard deviations, standard deviations, and Pearson correlation coefficients with two tails Correlations have been determined for the seven work ethic qualities, and the findings revealed that while pupils and professionals in the workforce differed in particular categories, they shared a comparable overall work ethic. Work ethic differences can have major ramifications for corporate executives. As a consequence, the study concluded that students do not have a weaker or failing work ethic, as the majority of the press speculates, instead possessing a dedication to work that is nearly as robust as the current workforce. Adeyeye et al. (2015) did a study in Nigeria titled "Effects of Professional Ethics on Individuals and Organizations Productivity in Nigeria.". The primary purpose of the study was to look at the influence of manners and unethical conduct on employee engagement and productivity in Nigeria. A descriptive survey research technique was used to collect the data, with 111 valid questionnaires

delivered to employees at government organizations, unorganized private sector, indigenous, Asian, and Lebanese enterprises in Lagos State, Nigeria. Secondary data and documents were also reviewed and incorporated into the research. The sampling method was chosen at random. The sampling method was chosen at random. The collected data was evaluated via computational modeling of structural equations and descriptive statistical methods, with each item assessed using a 5-Point-Likert scale. The data was conveyed using SPSS, and Structural Equation Modelling (SEM) was utilized in order to assess the validity of regression and correlation between variables that were observed due to its generality and flexibility. The findings revealed that there is a substantial connection between moral standards and the efficiency of organizations in Nigeria, and that honesty and self-control have a negative impact on the improved productivity level of the organization, which could be caused by the nature of all of these virtues having abstract and only noticeable or observed over time. The report advised that all government entities involved with safeguarding professional conduct, for example the National Pension Service, adopt a zero-tolerance policy. Commission (PENCOM), the Nigerian Investment Promotion Commission (NIPC), the Commission on Financial and Economic Crimes, and the Independent Corrupt Practices Commission, among others, are more diligent in carrying out their responsibilities and sanctioning organizations found guilty of unethical behavior in business dealings and employment relationships.

Osibanjo et al. (2015) conducted a study titled "Workplace ethics and employee performance in Nigeria." The main purpose was to assess how strong or weak work ethics may contribute to encouraging or discouraging worker job performance.

A review of the research and theoretical foundations reveals the importance of workers encouraging ethical conduct and opposing unethical activity that might harm the company's image and performance. According to this study, strong work ethics result in great job performance, hence it is vital for individuals and organizations to promote good work practices.

Omisore B.O (2015) conducted research on "workplace ethics and performance in the Nigerian Public Service in Nigeria." The primary purpose of the study was to address the challenges of work ethics, values, attitudes, and performance in the Nigerian public sector. The primary causes of unethical conduct in the public sector were identified, as were the government's institutional actions to address these unethical practices. This article utilized content analysis as a method of data collecting and analysis. It suggested viable strategies for producing effective and efficient public service.

Fatile J.O (2013) conducted research titled "Ethics and Performance in the Nigerian Public Sector." The study's major goal was to address the obstacles of fostering ethical behavior in Nigeria. The key drivers of unethical conduct in the public sector were recognized, as were the institutional procedures put in place by the government to address these unethical actions. It claims that these efforts failed to create the necessary ethical environment for work during the post-independence period due to deliberate

disappointment on the part of civil servants and government officials, resulting in illegal conduct and rampant corruption in public administration. As a result, the study recommends an extensive strategy on widespread awareness advertisements on the severity and expenses of corrupt practices and dishonesty, and the importance of performing, getting better and effectively enforced legal frameworks, codes of behaviors, and regulations advocating ethics as well as the achievement of values of ethics in the realm of government, which could be dependent upon the prevalence of good administration, openness, and truthful leadership.

The research "Ethical business practices in the Eastern Cape automotive industry in South Africa" conducted by Lloyd et al (2014). The primary purpose of the study was to determine the extent to which ethics-related initiatives aid in the establishment and ongoing upkeep of an ethical organizational climate inside companies. A standardized internet-based survey was used to collect data from 46 firms. Extensive statistical analyses of the gathered data were undertaken, including Cronbach Alpha coefficients and item total associations, and other descriptive statistics were provided as a quantitative summary of the data. The existence of ethics-related programs such as a rule of morals, carried out administration, conformity to both internal and external leadership requirements, complying with laws and encouragement and openness of unethical conduct indicate that the enterprises in the study sample are highly ethical, according to the findings.

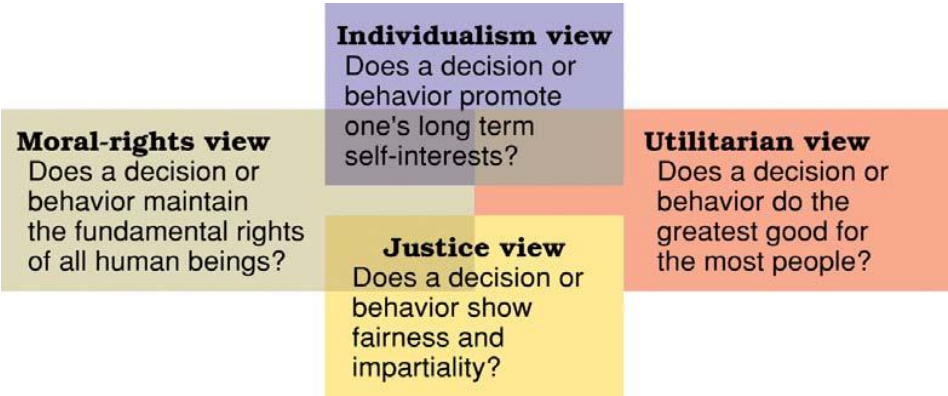
Ignatius and Ruliyanto (2017) evaluated expertise pose training, and work integrity as drivers of employee performance at Krakatua Argo Logistics Limited in Indonesia. According to the findings, individual influences such as competency, training, and work discipline have a significant impact on employee performance. The most influential attribute was found to be competence, which accounted for 54.2% of the total, subsequent to training (20.3%) as well as discipline (16.2%). Warris (2015) conducted a similar study, and the results revealed that the individual influence of competence, training, and discipline is substantial on employee performance. Job discipline appeared as the most substantial indicator of employee performance after talent and training. Cerdaryana, Luddin, and Yetti (2018) conducted research at Indonesia's Ministry of Research and Technology on the effects of work discipline, career development, and job satisfaction on employee performance. Employee performance is substantially predicted by work discipline, career advancement, and job happiness, according to the research.

Ajila and Omotayo (2012) used International Breweries Plc in Nigeria as a case study to investigate workers' attitudes toward disciplinary procedures in business organizations. The findings indicated that there is no substantial variation in workers' attitudes regarding disciplinary measures based on gender or marital status. Furthermore, attitudes regarding disciplinary measures differ across occupational levels. Onah (2009) used the Enugu State University of Science and Technology to explore staff control and discipline in the university system. According to the data, competent leadership is the most effective

method of preserving control and discipline in ESUT. Furthermore, rule enforcement and adequate monitoring are effective tools for improving discipline in ESUT. Idris and Alegbeleye (2015) evaluated the impact of punishment on the Nigerian Customs Service's organizational effectiveness. Their research revealed that indiscipline has an influence on employee performance and organizational effectiveness. It was also discovered that transparency in disciplinary actions can effectively combat indiscipline among customs personnel.

**2.10 Theoretical Framework**

The theoretical framework will cut across the ethical and the disciplinary aspect of this study on its role in employee performance. A variety of opposing viewpoints on what constitutes ethical behavior have been advanced. Anstett and Guest (2007) provided four ethical behavior approaches relevant to this issue.



The utilitarian viewpoint took into account how things are done. It notices that the greatest good is frequently offered to the biggest number of individuals. It attempts to evaluate the moral implications of choices based on their outcomes. While it is

considered that this viewpoint can enhance worker productivity, which is a necessary condition for outstanding performance, it may result in disrespecting the rights of some persons in broader society. Individualism, on the other hand, is founded on the concept that one's primary commitment is to the promotion of one's long-term self-interests. If long-term self-interest is pursued, the argument goes, lying and cheating for short-term gain should not be accepted because if one person does it, everyone will do it, and no one's long-term interests will be served (Trivers, 1985; Tullberg, 1996; Grace & Cohen, 2005). Individualism is meant to foster honesty and integrity, but in the workplace, it may lead to 'pecuniary ethics,' which one observer describes as a tendency to "push the law to its outer limits."

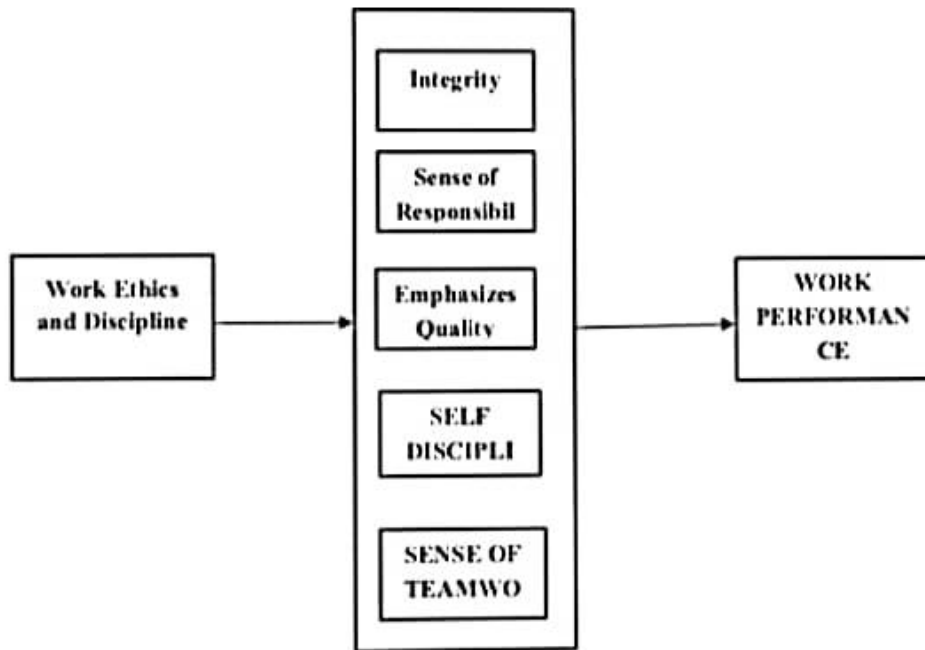
The moral-rights perspective established the necessity to respect and safeguard people's fundamental rights. People's rights to life, liberty, and equal treatment must not be violated. However, this privilege may result in an overly formal work environment, which several experts have criticized as impeding productivity. Finally, the justice perspective is founded on the concept that ethical judgments should treat individuals impartially and equitably in accordance with guiding principles and standards. This method assesses the ethical dimensions of every decision based on how fair it is for everyone involved. Justice practice may foster a sense of entitlement and impede productivity. Taking into account the aforementioned perspectives, a variety of theoretical grounds may be investigated to explain the link between work ethics and employee job performance. The Labour Process Theory, developed by Karl Marx (translated in 1976)

and elaborated by Newton and Findlay (1996), advocated for how management might move away from the belief in work-related behavior and construct control mechanisms. They claim that management is continually looking for methods to increase the efficacy of control mechanisms in order to attain job performance. In a manner, this promotes what work conduct will result in the desired degree of job performance in the form of work ethics. The idea falls short of understanding what makes work ethics strong or weak. The agency theory underlines this by claiming that in order for any business to experience and improve its employees' performance, the employees' activities must be well directed by work ethics. According to principal agent theory, principals (owners and managers) must establish methods of monitoring and managing the activity of their agents (employees). The theory anticipated specific problematic areas that would need thorough definition of work in terms of objectives and expectations, as well as the establishment of a feedback mechanism to monitor performance. This philosophy advocates how to assure employee job description compliance, discipline, integrity, teamwork, and quality.

In terms of the influence of discipline on employee performance, the discipline mechanisms and disciplinary actions will be the main point. It also implies that there are significant links via a number of intermediary components. To train individuals to perform in an organization, discipline should be administered without causing animosity. Higher employee performance may be achieved by a business that handles discipline properly and regards their employees like customers. Enhancing employee performance

can help to retain good employees while also improving organizational performance by making full use of disciplinary techniques. Finally, the firm may attain success through its personnel. This research will use McGregor's theory and hence use a humanistic approach. This is because the techniques consider the organizational performance factor. Several ways to analyzing discipline have been used. Among the many approaches, the humanistic approach is the most prevalent. The research tries to understand how workers are disciplined using Theory X, in which management's purpose is to force and control people. And theory Y, in which management's duty is to develop potential in workers and assist them in channeling that potential toward common goals, they connect to and have an influence on employee performance given the implementation of any theory at any given moment

## **2. 11 Conceptual Framework**



According to the model above, employees with high work ethics and discipline outperform employees with weak work ethics on the job. Based on a survey of current research on work ethics and worker performance, the aforementioned theoretical framework posits that characteristic such as honesty, feeling of accountability, punishment quality, and sense of collaboration impact employee job performance. Work ethics, according to this paradigm, can be strong or weak based on a worker's performance at work. For almost a decade, job performance has been one of the most significant characteristics researched (Jankingthong & Rurkkhum, 2012). From the employee's perspective, it is the amount to which the worker is capable of doing the tasks

assigned to him or her. Employee work performance is defined as the amount of individual employee productivity in respect to job-related behavior or expectations (Babin & Bolos, 1998). Whenever expectations are contrasted to actual production, such outcomes can be characterized as amazing, good, ordinary, or poor., performance refers to task performance that is behaviorally oriented based on the attitude of the job holder toward the job (Borman & Motowidlo, 1997; Werner, 2000). According to Aluko (2000), work behavior refers to "all human acts that are exhibited in work situations." He feels that interaction between work and worker is necessary for good micro-level performance. Such interaction involves the behavioral aspect of the work (job content analysis), which, if not properly guided, may result in a deviation from the planned activity in a manner of poor performance. This document is known as "work ethics." When the relationship is strong, it promotes great work efficiency; when it is weak, it results in poor performance, whether in the short term or the long term. Rather of being a unitary entity, performance at work is a heterogeneous construct made up of several sorts of behavior.

According to Austin and Villanova (1992) and Campell (1990), work performance is a complex and multifaceted aspect. A lot of research have demonstrated that an individual employee's great or high performance is connected to strong work ethics (Herman, 2002; Mann, 2010 & Meriac, 2012). Individuals with strong work ethics are more likely to work longer hours and spend less time on leisure (Linz & Chu, 2012). According to Herman (2002), effective and productive use of time is associated with good work ethics.

Delaying or delaying the completion of a work undoubtedly adds to poor job performance by the employee (Van Eerde, 2003).

Employee integrity has a strong and direct influence on work performance quality (Cullen & Sackett, 2004). However, few workers recognize the importance of fostering integrity (Baxter, Dempsey, Megone, & Lee, 2012), ignoring the fact that employee integrity is a critical component of an effective work relationship (Cameron, 2003). Integrity, according to Barnard, Schurink, and De Beer (2007), is the ability to examine and evaluate oneself against universal norms and standards. Integrity is defined by Baxter et al. (2012) as "wholeness of character, ethical values, identity, consistency, transparency, openness, and standing for something." It may be defined as an internalized set of beliefs and principles that serve as norms and standards by which one lives and directs all actions and decisions (Lennick & Kiel, 2005). This point of view is based on the compass of ethics which Vandenberg et al (2007) described as one of the four arms of integrity. The moral compass possesses and lives by fundamental self-values and ideals. The inner drive, on the other hand, is built on motivational impulses that drive individuals to achieve progress and try harder, whether for individual or institutional prosperity.

According to Furnham and Taylor (2004), individual workers who pursue personal advantages at the expense of projected job deliverables for the business have a limited or weak sense of integrity. According to Lastthuisen (2008), integrity is the quality of an employee's behavior in conformity with the organization's and its environment's values, norms, regulations, and duties. It is comprised of self-motivation and drive, moral

bravery and assertiveness, honesty, consistency, dedication, diligence, self-discipline, responsibility, trustworthiness, and fairness (Barnard, Schurink, & De Beer, 2007). Park and Peterson (2003) related authenticity and honesty to integrity. Integrity extends to all elements of a worker's job. Authenticity in the workplace fosters trustworthy relationships with customers, employees, and superiors. Coworkers appreciate the employee's ability to deliver genuine feedback. Clients trust the advice of the employee. Supervisors rely on the employee's high moral standards, knowing that he would neither steal or cause problems for the company.

Employees' feeling of responsibility for their jobs has been shown to improve performance (Furby, 1991; Van Dyne & Pierce, 2004; Nyborg, 2014). While it is evident that people's levels of responsibility for their professions differ with respect to effort and time, a greater sense of responsibility affects how someone working works and how much work is finished. Employees that lack responsibility demonstrate a lack of time and dedication devoted to obligations. Organizations must develop strong work ethics in order to inculcate in their workers a strong sense of responsibility. When a person feels personally accountable for job performance, effectiveness and effectiveness are usually the rule of the day. The quality of output is a critical input that cannot be compromised in any work system in the recent past. The growing level of competitiveness among businesses is one important reason accountable for this (Salanova, Agut, & Peiro, 2005). Although there is no agreed-upon definition of work quality (Dahl, Nesheim, & Olsen, 2009), job incumbents have expectations against which performance may be judged.

Organizations have also recognized that the direction, intensity, and length of effort invested by employees affect the quality of their work performance (Ivancevich & Matteson, 1996). Interestingly, several empirical research have discovered that job incumbents can control work quality level for recognized reasons (Tolbize, 2008), such as low compensation, lack of recognition, unfair labor practices, denial of advancement, and so on. Is it necessary to build a system to ensure that work is done correctly, that goods or services are provided on time and with little waste of money or time, and that they are of excellent workmanship? Thus, excellence in this sense denotes good work, which bosses and hiring managers should stress on a regular basis. In keeping with this, professional organizations continually emphasize the importance of maintaining standards in their procedures, products, and services. Non-owner employees care less about work quality (Kruse, 2002). Although Green (2006) acknowledged that work quality has declined for a variety of reasons, this does not imply that it should be maintained or that people do not appreciate it. Quality is still a novel idea for many businesses throughout the entire globe today. A self-disciplined worker stays focused on his goals and is devoted to completing his chores on time despite sacrificing exceptional performance. Doing your responsibilities on a daily basis necessitates commitment. Workers in this category value the business's image and show a great commitment to the organization's principles, always performing their fair part. Teamwork has been shown to increase productivity, creativity, and performance (Rousseau, Aube, & Savoie, 2006). While some individual workers value teamwork, others may prefer independence and a low level of participation

in any team (Buchanan, 1998). In order to reap the benefits of teamwork, organizations are expected to provide a teamwork environment; however, some organizations have not really promoted teamwork (Valle & Witt, 2001). Though management may be responsible for motivating individuals to build a sense of teamwork (Lembke & Wilson, 1998), Job incumbents should be aware that encouraging teamwork will help them go above and beyond what is expected of them by providing inherent benefits such as effective communication, coordination, team member contributions, mutual support, and solidarity (Hoegl & Gemuenden, 2001). According to studies, a sense of teamwork promotes higher job performance (Buchanan, 1999). At times, performing work alone can be difficult and time consuming; performance may include the amount to which a person aids his or her teammates and his or her coworkers. This might involve serving as a positive role model, mentoring, offering guidance, or assisting in the achievement of group goals (Campbell, 1990). Employees that have a strong feeling of teamwork perform better at work, especially when it comes to knowledge and information exchange (Vall & Witt, 2001; Gallie, Zhou, Felstead, & Green, 2009). Cooperation, according to Benders, Huijgen, and Pekruhl (2001), increases job performance by enhancing individuals' knowledge, skills, and abilities.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the target population, the random sampling procedure, the instrument used, the data collection strategy, and the data processing approach.

#### **3.2 Research Design**

This descriptive study looks at the influence of ethical conduct and discipline on the organizational efficiency in an organization that is not governmental in nature. Primary data will be gathered from a sample population utilizing a structured questionnaire and interview as the study tool.

#### **3.3 Population of the Study**

The study's target population is the staff of the University of Benin in Benin City, Edo State, Nigeria.

### **3.4 Sample Size, Sampling Technique**

the number of participants in this research, which was 100 employees of the University of Benin Faculty of Management Science, was decided using a random sampling approach.

### **3.5 Method of Data Collection**

Questionnaire method was used as instrument for collecting data in this study.

### **3.6 Research Instrument**

Questionnaires were used to obtain the information needed for this inquiry. The format of the questionnaire revolved on a five-point Likert scale. The questionnaire's sections A and B were also present. Section A had the students' personal information, while Section B contained essential questions that can aid in understanding how work ethics and discipline effect the performance of organizations in a non-governmental company.

### **3.7 Validation of the Instrument**

The questionnaire's draft version was delivered to the project supervisor for appropriate revision in order to guarantee the instrument's face validity and substance. The final draft was created and utilized for data collection based on the supervisor's revisions.

### **3.8 Reliability of the Instrument**

The extent to which an instrument for investigation measures what it is meant to measure is referred to as validity, whereas the precision or precision of measurement of an instrument for measuring is referred to as reliability. The test-retest method was used to determine the reliability and validity of the study. To be deemed a legitimate instrument, the responses to the questionnaire must be simple and not unduly complex. Following the questionnaire, a sample of those who answered is going to be interviewed to gather their thoughts in order to develop a trustworthy instrument.

### **3.9 Statistical Methods**

Following the delivery of a questionnaire, data will be recorded, tabulated, and analyzed in accordance with the research question and hypothesis.

The uncomplicated percentage strategy was the statistical instrument used for this study assignment in order to effectively and rapidly assess the data acquired for simple administration and accuracy.

The statistical analytical approach of correlation will also be used in the study activity. Correlation is an approach to statistics used to test a hypothesis and find the predicted relationship between two variables. It is used to draw conclusions by collecting observed

values from questionnaire replies, analyzing the degree of freedom, and deciding on the hypothesis's critical parameter.

### **3.10 Decision Rule**

When deciding on "r," the subsequent rules must be followed:

i) Accept the alternative hypothesis (H1) and reject the null hypothesis (H0) if the calculated value of "r" exceeds the tabular value of "r."

If the estimated "r" is greater than the tabulated "r," accept the null hypothesis (H0) and reject the alternative hypothesis.

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

This chapter covers the presentation, review, and interpretation of the data collected for this investigation. The data is based on the number of surveys completed and returned by respondents. Once the data is shown in tables, the relationship test is utilized for analysis.

#### 4.1 Data Presentation and Analysis

The information shown below was acquired while conducting fieldwork:

##### Bio- data of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	32	32.0	32.0	32.0
	FEMALE	68	68.0	68.0	100.0
	Total	100	100.0	100.0	

Table 1 shows the gender breakdown of the respondents used in this study. Out of a total of 100 responders, 32 are men, accounting for 32.0 percent of the population. Females account for 68.0% of the population.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-25YRS	28	28.0	28.0	28.0
	25-30YRS	33	33.0	33.0	61.0
	30-35YRS	18	18.0	18.0	79.0
	ABOVE 35YRS	21	21.0	21.0	100.0
	Total	100	100.0	100.0	

Table 2 above shows the age variation among the respondents used in this study. Out of a total of 100 responders, 28 (or 28.0% of the population) are between the ages of 20 and

25. 33 respondents, or 33.0% of the growing population, are in their twenties or thirties. Between the ages of 30 and 35, there are 18 responses, or 18.0% of the population. Over the age of 35, 21 respondents, or 21.0 percent of the population, are over the age of 35.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DIPLOMA	27	27.0	27.0	27.0
	1ST DEGREE	41	41.0	41.0	68.0
	MASTERS	15	15.0	15.0	83.0
	PH.D	17	17.0	17.0	100.0
	Total	100	100.0	100.0	

Table 3 above shows the educational backgrounds of the respondents used in this study.

A diploma was held by 27 respondents, or 27.0 percent of all the population as a whole, out of a total of 100 respondents. A first degree is held by 41 persons, or 41.0 percentage points of the population. A master's degree is held by 15 persons, or 15% of the population. PHD holders account for 17.0 percent of the total population.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SINGLE	30	30.0	30.0	30.0
	MARRIED	45	45.0	45.0	75.0
	WIDOW/ED	5	5.0	5.0	80.0
	OTHERS	20	20.0	20.0	100.0
	Total	100	100.0	100.0	

The couple status of the individuals who were included in this study is shown in Table 4 above. When 100 persons were questioned, 30 were single, or 30.0 percent; 45, or 45.0 percent, were married. 20 individuals, or 20.0 percent of the population, are classified as OTHERS, while 5 people, or 5.0 percent of the population, are classified as WIDOWED.

**Tables based on research questions**

**Table 5** Employee work ethics and discipline and organizational performance have no apparent relationship?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	4	4.0	4.0	4.0
	Agreed	6	6.0	6.0	10.0
	Undecided	9	9.0	9.0	19.0
	Disagreed	38	38.0	38.0	57.0
	strongly disagreed	43	43.0	43.0	100.0
	Total	100	100.0	100.0	

The replies of respondents are shown in Table 5 if there is no correlation between organizational success and employee work ethics and discipline. 4 people, or 4% of the total, strongly concur. Six respondents, or 6.0 percent, say they concur. 9.0 percent, or 9 respondents, lacked a preference. 38 respondents, or 38.0 percent, say they disagree. 43 out of the responses, or 43.0%, strongly disagree.

**Table 6 Integrity, accountability, attention on quality, self-discipline, and a feeling of teamwork were used by the model to demonstrate that employees with good work ethics outperform those with weak work ethics in their ability to do their jobs.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	55	55.0	55.0	55.0
	Agreed	38	38.0	38.0	93.0
	Undecided	2	2.0	2.0	95.0
	Disagreed	4	4.0	4.0	99.0
	strongly disagreed	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Individuals with high work ethics outperform those with bad work ethics on the job in terms of honesty, feeling of responsibility, attention to quality, self-discipline, and sense of teamwork, according to the model (Table 6). 55 respondents, or 55.0 percent, said they strongly agree. 38 respondents, or 38.0%, say they are in agreement. Two respondents, or 2.0% of the total, were unsure. 4 respondents, or 4.0 percent, say they disagree. One respondent, or 1.0 percent of those surveyed, strongly disagrees.

**Table 7 Employee behavior and decisions are highly correlated with one another at work.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	52	52.0	52.0	52.0

	Agreed	39	39.0	39.0	91.0
	Undecided	4	4.0	4.0	95.0
	Disagreed	4	4.0	4.0	99.0
	strongly disagreed	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Table 7 displays respondents' responses if there is a strong association connecting workers' decisions and workplace conduct. 52 people, or 52%, said they strongly agreed. 39 out of 39 those who responded, or 39.0%, agree. Four people, or 4% of those polled, were unsure. Four respondents, or 4.0 percent, disagree. One respondent, representing 1.0 percent of those polled, strongly disagrees.

**Table 8 Employee satisfaction with their jobs and achievements are influenced by an organization's performance, work ethic, and discipline.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	60	60.0	60.0	60.0
	Agreed	33	33.0	33.0	93.0
	Undecided	2	2.0	2.0	95.0
	Disagreed	2	2.0	2.0	97.0
	strongly disagreed	3	3.0	3.0	100.0
	Total	100	100.0	100.0	

Table 8 displays respondents' responses to the topic of whether the performance of an organization, work ethic, and discipline effect workers' performance and job satisfaction.

Sixty respondents, or 60%, strongly agreed. 33 respondents, or 33.0%, say they are in agreement. Two respondents, or 2.0% of the total, were unsure. Two responses, or 2.0% of the total, disagree. Three respondents, or 3.0 percent, vehemently disagree.

**Table 9 Work ethics can be interpreted as a gesture of personality, temperament, character and belief in something**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	55	55.0	55.0	55.0
	Agreed	36	36.0	36.0	91.0
	Undecided	3	3.0	3.0	94.0
	Disagreed	4	4.0	4.0	98.0
	strongly disagreed	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

When asked if work ethics may be seen as a sign of personality, temperament, character, or conviction in anything, respondents' replies are shown in Table 9. 55 respondents, or 55.0 percent, said they strongly agree. 36 respondents, or 36.0%, are in agreement. 3.0

percent of the respondents, or 3 of them, were unsure. 4 respondents, or 4.0 percent, say they disagree. Two responses, or 2.0% of the total, strongly disagree.

**Table 10 Organization performance is the recurring activities to establish organizational goals, monitor progress toward the goals, and make adjustments to achieve those goals more effectively and efficiently.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	62	62.0	62.0	62.0
	Agreed	30	30.0	30.0	92.0
	Undecided	3	3.0	3.0	95.0
	Disagreed	3	3.0	3.0	98.0
	strongly disagreed	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

Table 10 displays the replies from respondents who were asked if organizational performance refers to the regular actions that a company engages in to set objectives, track their progress toward those goals, and make necessary modifications to help them be more effectively and efficiently attained. 62 respondents, or 62.0 percent, said they strongly agree. 30 respondents, or 30%, say they are in agreement. 3.0 percent of the respondents, or 3 of them, were unsure. Three respondents, or 3.0 percent, disagree. Two responses, or 2.0% of the total, strongly disagree.

**Table 12 Responsibility is one of the needs of workers to achieve performance and conduct standards, including ensuring employee presence according to set time norms.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	55	55.0	55.0	55.0
	Agreed	39	39.0	39.0	94.0
	Undecided	2	2.0	2.0	96.0
	Disagreed	1	1.0	1.0	97.0
	strongly disagreed	3	3.0	3.0	100.0
	Total	100	100.0	100.0	

The replies of respondents to the question of whether discipline is one of the conditions for workers to satisfy performance and conduct standards, including maintaining employees' attendance in accordance with established time standards, are shown in Table 11. 55 respondents, or 55.0 percent, said they strongly agree. 39 respondents, or 39.0%, say they are in agreement. Two respondents, or 2.0% of the total, were unsure. One responder, or 1.0 percent, expresses disagreement. Three respondents, or 3.0 percent, vehemently disagree.

**Table 12 The organizational effectiveness factors in disciplinary actions are;**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Careful Selection of Employees	50	50.0	50.0	50.0
	An Effective Motivational System	10	10.0	10.0	60.0
	Necessary Rules and Regulations	25	25.0	25.0	85.0
	Awareness that Rules will be Enforced.	15	15.0	15.0	100.0
	Total	100	100.0	100.0	

The responses of respondents on the factors affecting organizational effectiveness in disciplinary proceedings are shown in Table 12. 50 respondents, or 50.0 percent, selected Careful Employee Selection. 10 respondents, or 39.00%, selected An Effective Motivational System. Necessary Rules and Regulations was selected by 25 respondents, or 25.0%, of the sample. 15 respondents, or 1.0 percent, said that they were aware that the rules will be followed.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	60	60.0	60.0	60.0
	Agreed	27	27.0	27.0	87.0
	Undecided	4	4.0	4.0	91.0
	Disagreed	6	6.0	6.0	97.0

	strongly disagreed	3	3.0	3.0	100.0
	Total	100	100.0	100.0	

Table 13 displays the respondents' opinions on the question of whether or not ethics may influence criminal behavior independent of pay. sixty respondents, or 60 percent, strongly concur. 27 respondents, or 27.0 percent, say they are in agreement. Four respondents, or 4% of the sample, were unsure. Six respondents, or 6.0 percent, express disagreement. Three respondents, or 3.0 percent, vehemently disagree.

**Hypotheses to be tested**

**H<sub>0</sub>1:** Employee work ethics and discipline and organizational performance have no apparent relationship?

**H<sub>0</sub>2:** There is a positive correlation between employees' choices and actions at work.

**Hypothesis 1**

**H<sub>0</sub>:** Employee work ethics and discipline and organizational performance do not significantly correlate.

**H<sub>1</sub>:** Employee work ethics, discipline, and organizational performance are all significantly correlated.

**Level of significance:** 0.05

**Decision rule:** If the p value is less than the level of significance, the null hypothesis should be rejected. If not, accept the null hypothesis.

<b>Correlations</b>			
		Employee work ethics and discipline and organizational performance do not significantly correlate.	Integrity, accountability, attention on quality, self-discipline, and a feeling of teamwork were used by the model to demonstrate that employees with good work ethics outperform those with weak work ethics in their ability to do their jobs.
Employee work ethics and discipline and organizational performance do not significantly correlate.	Pearson Correlation	1	.594**
	Sig. (2-tailed)		.000
	N	100	100
Integrity, accountability, attention on quality, self-discipline, and a feeling of teamwork were used by the model to demonstrate that employees with good work ethics outperform those with weak work ethics in their ability to do their jobs.	Pearson Correlation	.594**	1
	Sig. (2-tailed)	.000	
	N	100	100
**. Correlation is significant at the 0.01 level (2-tailed).			

**Conclusion based on the decision rule:**

The above table demonstrated the relationship between staff member work ethic and disciplinary and organizational performance. There are 594 favorable relationships between staff work ethic and responsibility and company achievement, according to the findings. This means that employee work ethic and discipline are linked to organizational performance. The alternative hypothesis (H1), that there is a substantial association between individual work ethic and discipline and organizational success, is accepted since the probability value of the Pearson correlation coefficient, 0.000, is smaller than the normal 0.05 at 5% significance level.

**Hypothesis 2**

**H<sub>0</sub>:** The choices and actions of employees at work are not significantly correlated.

**H<sub>1</sub>:** The choices that employees make and their actions at work are highly correlated.

**Level of significance:** 0.05

**Decision rule:** If the p value is less than the level of significance, the null hypothesis should be rejected. If not, accept the null hypothesis.

<b>Correlations</b>		
	Employee behavior and decisions are highly correlated with one another at	Employee job satisfaction and performance are impacted by an

		work.	organization's performance, work ethic, and discipline..
Employee behavior and decisions are highly correlated with one another at work.	Pearson Correlation	1	.923**
	Sig. (2-tailed)		.000
	N	100	100
Employee performance and job satisfaction are influenced by an organization's performance, work ethic, and discipline.	Pearson Correlation	.923**	1
	Sig. (2-tailed)	.000	
	N	100	100
**. Correlation is significant at the 0.01 level (2-tailed).			

**Conclusion based on the decision rule:**

The table above depicts the link between employee decisions and their behaviors at work. The data found a .923 positive association amongst individual decisions and workplace behavior. This shows that workers' decisions and behaviors at work are inextricably linked. The alternative hypothesis (H1), that there is a significant correlation between workers' decisions and conduct at work, is supported by the fact that the correlation coefficient's probability value, 0.000, is less than the standard 0.05 at 5% significance level.

**4.6 Discussion of Findings**

**These results support the findings that;**

1. There is no substantial relationship between personnel work ethics and punishments and corporate performance.

2. There is a close link between employee decisions and workplace behaviors.

A trained company will always be organized, and an organized staff will always be disciplined. Employee conduct is the bedrock of corporate discipline. Discipline implies adherence to the organization's code of behavior. Discipline in a company fosters productivity and effectiveness. It fosters peace and collaboration among employees and assists to boost morale. An organization that lacks discipline will endure disorder, disorientation, corruption, and disobedience (Rubin, 2010).

Employee workplace principles and discipline have a significant influence on their performance. If government personnel are already establishing a disciplined attitude to everything, each assignment will be properly arranged and sorted out, promoting a good work ethic. Any governmental official will always do his or her job well and will not leave a duty incomplete if she has great working discipline. When this technique is implemented, people everywhere will receive gratifying service, and individuals will realize that all of their government-related needs have been met. If the member of the local government has a good work ethic and sense of discipline, it will help the employee's performance.. The key is that each task will be completed effectively and efficiently because of the work ethic and discipline that have been implemented (Febriyanto, 2012; Herlambang, 2013). As a result, the employee's performance will be

run in accordance with the expectations. If supported by strong teamwork, employee performance will rise (Hodges, 2015: 34).

## **5.0**

## **CHAPTER FIVE**

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

#### **5.1 Summary of the Findings**

The major purpose of this study, which uses Amnesty International, Lagos as a case study, is to determine the influence of work ethics and disciplinary on organizational efficiency in an organization that is not government-run. The specific objectives are as follows:

- 1) To evaluate how employee discipline and work ethics affect organizational performance
- 2) To determine how employees feel about workplace ethics
- 3) To investigate the impact of workers' choices and actions at work

4) To identify the factors that influence organizational efficacy in disciplinary measures.

The study's had the following findings:

Employee work ethics and discipline and organizational performance do not significantly correlate.

Integrity, accountability, attention on quality, self-discipline, and a feeling of teamwork were used by the model to demonstrate that employees with good work ethics outperform those with weak work ethics in their ability to do their jobs.

Employee behavior and decisions are highly correlated with one another at work.

Job satisfaction and performance of employees are impacted by organizational performance, work ethic, and discipline.

## **5.2 Conclusion**

This study tries to explore how work ethics and discipline affect the efficiency of organizations in a non-governmental organization. A "sine qua non" for a non-governmental organization is the desire to achieve and maintain a high degree of performance and productivity. Organizational growth is commingled with discipline and ethical thought in the interaction between labor and management. All staff members must adhere to discipline and ethical behavior in their interactions with one another in order to achieve excellent performance. To do this, positive attitudes, devoted teamwork, high rules of conduct, and determination must be clearly exhibited. Despite the opinions of a few labour relations academics, many, including these researchers, have noted that, when seriously investigated, the aforementioned factors may be used as markers of

organizational growth. This indicates that for the anticipated goals of the complex organization to be reached, substantial efforts must be taken to assure and observe etiquette and ethical conducts inside work centers. The lack of workplace manners has given Nigerian employees an attitude that may be detrimental to productivity. This research is extremely concerned about some organizations' exploitative behavior. Even after being forced to work with their "blood," the excess labor is widely seized by the capitalists, leaving the labor force with very little.

### **5.3 Recommendations**

These recommendations are made in light of the aforementioned findings:

Since the present code of conduct significantly affects employee performance, there should be more encouragement for understanding it and effective induction of new hires, which will guarantee performance for the duration of the employee's employment with the company. Supervisors should thus be in charge of looking into instances of counterproductive behavior, preferably by speaking with offenders directly to ascertain the root of their misbehavior and, if required, to address personal issues. The study also suggests that, given the Amnesty International, Lagos, disciplinary procedures, policies on how to discipline employees be developed and that the discipline mechanism be swiftly reviewed to ensure that it is not too harsh and that employees respect rather than fear the discipline process. Managers should assist those who are under emotional stress, look out for any warning signals, and make every effort to reduce the strain. The study also suggests that, while disciplinary policies are crucial for bringing order to an

organization, they should also aim to solve pressing problems, such as the complicated disciplinary system that has hampered employee performance in the nation. A disciplinary committee should be ready and available at all times and employ the most expeditious and transparent procedures feasible. Other licensing issues include the lengthy, expensive, and time-consuming nature of the process, which results in delays. The study's ultimate finding is that four factors—careful employee selection, an effective motivational system, essential rules and regulations, and awareness that rules will be enforced—are crucial for determining organizational performance in disciplinary measures. Discipline should be implemented immediately, with advance notice, consistently, and impersonally.

#### **5.4 Contribution to Knowledge**

This study contributes in such a way that rather than leaving disciplinary procedure to being just in the heart or some form of convention, it states the needs for disciplinary policies and procedure to be clearly stated and the need for a disciplinary committee in implementing these processes is the hallmark for performance and adherence to the company corporate goals which are sometimes a problem in most government and not for profit organization.

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**Appendix**  
**QUESTIONNAIRE**  
**SECTION A**

## BIO-DATA

Good day sir/ma

I am Ogini Peace Chinyere Studying the effect of work ethics and discipline on organizational performance and the findings of this study will be of help in organizational reforms in the Nigeria. I hope to have a few minutes of your time to fill out this questionnaire as all information you provided on this questionnaire is highly confidential and can only be used for this research purpose. Your identity is not needed in any way.

There are different section questions in this questionnaire with each question to be answered with strongly agreed, agreed, undecided,disagreed, strongly disagreed.

*Please tick ( ✓ ) for appropriate answer that fit you*

1. What is your Gender?

Male ( ) Female ( )

2. What is your age?

20-25 years ( ) 25-30years ( ) 30-35 ( ) Above 35( )

3. Qualification

OND/HND ( ) 1<sup>st</sup> Degree ( ) Masters ( ) Ph.D( )

4. What is your marital status?

Single ( ) Married ( ) Widowed ( ) OTHERS ( )

### Section B

### Questions on research questions

5. There is no significant relationship between employee work ethic and discipline and organizational performance.

STRONGLY

AGREED ( ) AGREED ( ) UNDECIDED ( ) DISAGREED ( ) STRONGLY  
DISAGREED ( )

6. 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.

STRONGLY

AGREED ( ) AGREED ( ) UNDECIDED ( ) DISAGREED ( ) STRONGLY  
DISAGREED ( )

7. There is a significant correlation between employees' decisions and behaviour at the workplace

STRONGLY

AGREED ( ) AGREED ( ) UNDECIDED ( ) DISAGREED ( ) STRONGLY  
DISAGREED ( )

8. Organizational performance, work ethic and discipline in an organization affect job satisfaction and performance of employees.

STRONGLY

AGREED ( ) AGREED ( ) UNDECIDED ( ) DISAGREED ( ) STRONGLY  
DISAGREED ( )

9. Work ethics can be interpreted as a gesture of personality, temperament, character and belief in something

STRONGLY

AGREED ( ) AGREED ( ) UNDECIDED ( ) DISAGREED ( ) STRONGLY  
DISAGREED ( )

10. Organization performance is the recurring activities to establish organizational goals, monitor progress toward the goals, and make adjustments to achieve those goals more effectively and efficiently.

STRONGLY

AGREED ( ) AGREED ( ) UNDECIDED ( ) DISAGREED ( ) STRONGLY  
DISAGREED ( )

11. Discipline is one of the requirements of employees to meet the standards of performance and behavior, including maintaining the presence of employees according to predefined time standards

STRONGLY

AGREED ( ) AGREED ( ) UNDECIDED ( ) DISAGREED ( ) STRONGLY  
DISAGREED ( )

12. The determinants of organizational effectiveness in disciplinary actions are;

Careful Selection of Employees ( ) An Effective Motivational  
System ( ) Necessary Rules and Regulations ( ) Awareness that Rules will be  
Enforced ( )

13. Apart from salary, ethics is capable of influencing people to commit or not to  
commit crimes

STRONGLY

AGREED ( ) AGREED ( ) UNDECIDED ( ) DISAGREED ( ) STRONGLY  
DISAGREED ( )

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My sincere gratitude goes to my project supervisor Dr. (Mrs.) I. Oguns-Obasohan for her motherly role all through my years in the prestigious University of Benin. Thank You ma for your love ,advice , words of encouragement and for taking out time to go through my work despite your busy schedule. I appreciate Ma and I do not take it for granted.

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Special thanks to all my friends and loved ones who were not mentioned for being there throughout my stay in school. May the good lord bless and uplift you all . Amen

## TABLE OF CONTENTS

	<b>PAGE</b>
<b>TITLE</b>	<b>i</b>
<b>CERTIFICATION</b>	<b>iii</b>
<b>DEDICATION</b>	<b>iv</b>
<b>ACKNOWLEDGEMENT</b>	<b>v</b>
<b>TABLE OF CONTENTS</b>	<b>vi</b>
<b>ABSTRACT</b>	<b>x</b>
<b>CHAPTER ONE: INTRODUCTION</b>	
1.1 Background of the Study	1
1.2 Statement of Problem	3
1.3 Objectives of the Study	5
1.4 Research Questions	5
1.5 Research Hypothesis	6
1.6 Significance of the Study	6
1.7 Scope of the Study	7

1.8 Limitation of the Study	7
1.9 Definition of Terms	8

## **CHAPTER TWO: LITERATURE REVIEW**

2.1 The Conceptual Clarification	10
2.2 Disciplinary Action and Determinant of Organisational Effectiveness	14
2.3 Types of Disciplinary Actions	17
2.4 The Employees Perception towards Work place Ethics	19
2.5 The Work Place Ethics and Employees Commitment to Work	21
2.6 What Influences Employees Decisions and Behavior at the Work Place	23
2.7 How to manage Unethical Behavior in Organization	24
2.8 Importance of strong Work ethics in the organization	28
2.9 Empirical Review	29
2.10 Theoretical Framework	36
2.11 Conceptual Framework	40

## **CHAPTER THREE: METHODOLOGY**

3.1 Introduction	<b>48</b>
3.2 Research Design	48
3.3 Population of the Study	48
3.4 Sample and Sampling Technique	49

3.5 Method of Data Collection	49
3.6 Research Instrument	49
3.7 Validity of the Research Instrument	49
3.8 Reliability of the Instrument	50
3.9 Statistical Method	50

#### **CHAPTER FOUR: PRESENTATION RESULTS AND DISCUSSION**

##### **OF FINDINGS**

Respondents' Demographics	52
Discussion of Finding	68

#### **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

5.1 Summary	70
5.2 Conclusion	71
5.3 Recommendations	72
5.4 Suggestions for Further Study	74

<b>REFERENCES</b>	<b>75</b>
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<b>APPENDIX</b>	<b>78</b>
-----------------	-----------

## **ABSTRACT**

The major purpose of this study, which uses Amnesty International, Lagos as a case study, is to determine the influence of work ethics and disciplinary on organizational efficiency in an organization that is not government-run. The specific objectives are as follows, to evaluate how employee discipline and work ethics affect organizational performance, to determine how employees feel about workplace ethics, to investigate the impact of workers' choices and actions at work and to identify the factors that influence organizational efficacy in disciplinary

This study employed both descriptive and inferential statistics in analyzing the data obtained. The descriptive statistics used include frequency distribution, mean and standard deviation. Multiple regression was used as an inferential statistic to test the research hypotheses. All hypotheses were tested at 5% level of significance. Statistical Package for Social Science (SPSS 25.0) software was as platform used for all the analyses.

The finding from the study revealed that Employee work ethics and discipline and organizational performance do not significantly correlate.

Integrity, accountability, attention on quality, self-discipline, and a feeling of teamwork were used by the model to demonstrate that employees with good work ethics outperform those with weak work ethics in their ability to do their jobs. Employee behavior and decisions are highly correlated with one another at work. Job satisfaction and performance of employees are impacted by organizational performance, work ethic, and discipline. The study recommended that managers should assist those who are under emotional stress, look out for any warning signals, and make every effort to reduce the strain. The study also suggests that, while disciplinary policies are crucial for bringing

order to an organization, they should also aim to solve pressing problems, such as the complicated disciplinary system that has hampered employee performance in the nation.