

# **EFFECTS OF BUSINESS ETHICS ON ORGANIZATIONS' PERFORMANCE**

*(A Case Study Of GTBANK, KWARAPOLY BRANCH, ILORIN)*

**BY**

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**ND/23/BAM/PT/0662**

**BEING A RESEARCH WORK SUBMITTED TO THE  
DEPARTMENT OF BUSINESS ADMINISTRATION AND  
MANAGEMENT  
INSTITUTE OF FINANCE AND MANAGEMENT STUDIES,  
KWARA STATE POLYTECHNIC, ILORIN**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR  
THE AWARD OF NATIONAL DIPLOMA (ND) IN BUSINESS  
ADMINISTRATION AND MANAGEMENT**

**JUNE, 2025**

## **CERTIFICATION**

This project has been read and approved by the undersigned on behalf of the Department of Business Administration and Management, Institute of Finance and Management Studies as meeting part of the requirements for the award of (ND) National Diploma in Business Administration and Management.

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**DATE**

## **DEDICATION**

The research work is dedicated to God almighty for his infinite blessing and mercies upon me. It is also dedicated to my dear parents and beloved brothers whose support I cherished so much, generally spiritually, morally and physically from the beginning of my life till the present moment and forever.

## ACKNOWLEDGEMENTS

My great gratitude goes to almighty God who has given me the grace and the energy to write this project. Forever I will be grateful to him for his abundant blessings on me throughout my stay on the campus.

My heartfelt gratitude goes to myself for not losing hope, to my loving parents, my friends and beloved ones I appreciate you for the love and support.

My gratitude goes to my amiable and efficient supervisor **MR. OLAGUNJU S. A.** for his endurance, guidance and fatherly advice throughout the period of writing this project. I pray God continues to be your guidance, prosper your ways and continuously shower you with his blessings.

Finally, I acknowledge my intelligent lecturers in the Department of Business Administration and all my course mate in Business Administration for our journey together has been a memorable and wonderful one God bless you all(Amen).

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# CHAPTER ONE

## INTRODUCTION

### 1.1 Background to the Study

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Over the years, the term ethics in organizational performance has long been associated with management scholars and business leaders around the world. There is a broad agreement around the world that as a matter of corporate policy, every organization strives to be committed in a manner that is ethically transparent. Steinberg (2004) argued that ethics in the world of organization's business involve "ordinary decency" which encompasses such areas as integrity, honesty and fairness.

Behaving in an ethical manner is seen as part of the social responsibility of organization, which itself depends on the philosophy that organizations ought to impact the society in ways that goes beyond the usual profit maximization objective Adenubi (2000).

It is often argued in many instances that, it is in the interest of an organization to behave in a way that recognizes the need for moral and ethical content in managerial decision as this will benefit the organization especially in the long run.

Ethical behaviour is characterized by honesty, fairness and equity in interpersonal, professional and academic relationship and it respects the dignity, diversity and the right of individual and groups of people.

Legan, (2000). Therefore for an organization to move forward in the aspect of performance, it is however important for such an organization to have a good understanding of ethics and also take it seriously as this can undermine the competitive strength of the organization and the society at large.

Morals spring virtually from every decision, thus organization stability and survival depends on the consistency of quality of ethical decision made by managers. Managers are challenged and encouraged to have obligation on organization performance and society at large, to support and the assist the society to imbibe the ethical culture in which there was the interest of is everyone (Oladunni, 2000).

In recent times, most organizations have come up with codes of ethics in dealing with ethical issues challenging them. Code of ethics as presented by the national institute of the management is a set of moral principle used by organization to steer the conduct of the organization itself and the employee, in all their business activities, both internally and externally. According to Cole, (1996), he stated that codes are opposed to straightforward policy have advantage of providing explicit guidance on key moral issues that might arise during the course of organization activities.

The present study has been stimulated by this idea of observing the effects of ethical behaviour on organizational performance with reference to MTN Nigeria Plc.

Making decisions based only on financial indicators as a reflection of past events are no longer sufficient for achieving sustainable competitive advantage. Therefore, companies focus on the parameters that create long-term value including nonfinancial indicators as indicators of business performance. Nowadays the majority of companies present nonfinancial indicators, essential for their business processes, such as customer perspective, product quality, the duration of the operating cycle, internal processes, innovation and employee satisfaction, and learning and growth perspective in their annual report.

## **1.2 Statements of Problem**

Many modern organizations are faced with numerous challenges such as illegal and unethical behaviour in a number of business transactions. Managers are also faced with the challenge of evaluating the effect of this ethical behaviour on the performance of organizations in South-East, Nigeria. Many business managers operate their activities today, without keen interest of bothering whether their actions are right or wrong and the extent of employees understanding of the term ethics while the level of compliance is highly infinitesimal, (Oladunni 2002).

The way Nigerian society cares little about the source of wealth tend to make some of these business operators to begin to wonder about the necessity of ethics in an organization. Business organizations that are engaged in unethical behaviour throw morality to the wind in their quest for profit maximization. They are involved in several maneuvers to satisfy their interests. According to Amaeshi and Adi (2006), the success of organizations is contingent on balancing the social and ethical goals but

many organizations argue that a business is an economic institution and that only economic values should determine its success.

As organizations face competent and competitive players, the Nigerian business environment is now driven by advance competition brought about by globalization, deregulation of financial services, astronomical developments in Information and Communication Technology (ICT) among others to render services according to cost benefit criteria.

Demaki (2007) discloses other challenges to business ethics to include job insecurity among employees, ambiguity of companies performance objectives and employee overriding personal ambition over corporate goal, outright laziness among employee and other conflicts due to lack of clarity of standard principles of ethics and values. According to Baridam and Nwibere (2008), many factors create a climate conducive to unethical behavior those factors are: lack of clear procedure; personal financial needs; excessive emphasis on short-term revenue over long term considerations; a desire for simple “quick fix” solution to ethical problems; an unwillingness to take an ethical stand that may impose financial cost; response to the demand of shareholders at the expense of other constituencies; ethical climate of the industry; the behavior of man’s equality in a company; the behaviors of man’s superiority in a company; failure to establish simple written code of ethics, consideration of ethics solely as a legal issue or a public relation tool.

This has led to an ever-growing out-cry by an increasingly well-informed breed of society, customers, and stakeholders with the increasing demands for clear and hard facts about the social and environmental performance of organizations. This has also

affected firms and other organisations such as; reducing the reputation of these organizations, lowered customer loyalty and confidence, decreased motivation of staff, reduced turnover and security of stakeholder's funds among other challenges. Bribes are frequently given in exchange for assistance, product offerings are over exaggerated while most managers whose dispositions towards business are aggressive go beyond recruiting fair ladies to entice customers. Several service organizations are guilty of the anomalies. They abate sexual harassment, dishonesty, bribery, lack of equity in interpersonal and professional relationship.

To some managers however, unethical behavior has come to stay and hardly can a growing firm exist in perpetuity without any form of compromise in this volatile world. Most organization management can equally not distinguish between what is moral and immoral business practices As a result of the above, it has become a regular subject of discussion and debate within business and academic circle. Thus the study seeks to investigate business ethics and organizational performance in manufacturing firms in Ilorin, Kwara state capital.

### **1.3 Research Questions**

1. Does ethical behaviour have effect on an organization performance?
2. Does ethical behaviour have direct relationship with organization's productivity?
3. Does good ethical behaviour have positive impact on organizational productivity?
4. Does the behaviour of workers in your organization meet up with the organizational ethical behaviour standard?

### **1.4 Objectives of the Study**

The objectives of this research among others are:

1. To critically x-ray the effects of ethical behaviors on organizational performance.
2. To establish whether ethical behaviour has any relationship with organizational performance.
3. To show-case the necessity of good ethics to the success and eventual institutionalization of an organization.
4. To examine the effect of unethical behaviour in organizations.

### **1.5 Research Hypotheses**

Ho<sub>i</sub>: There is no significant on ethical behaviour on organization performance.

Ho<sub>ii</sub>: There is no significant on ethical behaviour on direct relationship toward organizational productivity.

Ho<sub>iii</sub>: There is no strong effect on ethical behaviour on organizational productivity on positive impact on achieve a goal.

Ho<sub>iv</sub>: There is no behaviour effect on workers towards organizational meet up with the organizational ethical behaviour

## **1.6 Significance of the Study**

This study is vital and useful to the government, private and public organizations in Nigeria to evaluate their organizational performance within the context of their institutions and see how they employee's ethical conducts. The study also help organization authorities such as Gtbank Plc Kwarapoly Chapter Ilorin to review their conducts. However, this study will be another reference to scholars and researchers who intends to explore the same phenomena.

## **1.7 Scope of the Study**

Since the study on ethics is wide, this research focused mainly on the impact of business ethics on organization performance in profit organisations. But due to limited time and financial constraints, this research considered Gtbank Plc Kwarapoly Chapter Ilorin where research gap was identified. It was also impossible to obtain data from all the employees of the above chosen organizations; thus, the study only took sample of few employees who were able to give required information from the organizations which best represented the entire population of the study.

## **1.8 Definition of Terms**

**Ethics:** Ethics or moral philosophy is a branch of philosophy that involves systematizing, defending, and recommending concepts of right and wrong conduct. The field of ethics, along with aesthetics, concern matters of value, and thus comprise the branch of philosophy called axiology.

**Organization:**An organization or organization is an entity comprising multiple people, such as an institution or an association that has a particular purpose.

**Business:** This is the activity of making one's living or making money by producing or buying and selling products (such as goods and services). Simply put, it is "any activity or enterprise entered into for profit."

**Performance:** A performance generally comprises an event in which a performer or group of performers present one or more works of art to an audience. In instrumental music (and in drama), performance is typically described as "play". Usually the performers participate in rehearsals beforehand.

**Productivity:** It describes various measures of the efficiency of production. A productivity measure is expressed as the ratio of output to inputs used in a production process, i.e. output per unit of input.

**Management:** Management is the administration of an organization, whether it is a business, a not-for-profit organization, or government body.

**Employee ethical:** apply to people at all level of the organization and help to determine the success of the organization.

**Professionalism:** the degree to which work standard is highly regarded.

**Organizational performance:** the indices indicating the achievement of corporate goals.

**Business ethics:** a professional ethics that examines ethical principles and moral problems in the business environment.

**Profitability:** the excess of revenue over expenditure.

**Morality:** the extent to which good will be chosen for bad.

**Return on investment:** an indication of how well resources are used effectively to generate profits.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter 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, policy review, research gap and conceptual and theoretical framework of the study.

#### **2.1 Conceptual Review**

##### **2.1.1 Concept of Business Ethics**

Ethics can be defined as the art and discipline of applying principles and frameworks to analyze and resolve complex moral dilemmas, Rossy (2019).

According to Anam (2015) Public sector, ethics addresses the fundamental premises of a public administrator's duty as a 'steward' to the public. In other words, it is the moral justification and consideration for decisions and actions made during the completion of daily duties when working to provide the general services of government and nonprofit organization. Ethics are an accountability standard by which the public will scrutinize the work being conducted by the members of these organizations. Furthermore, Anam (2015) added that decisions are based upon ethical principles, which are the perception of what the general public would view as correct. Having such a distinction ensures that public administrators are not acting on an internal set of ethical principles without first questioning whether those principles would hold to public scrutiny. It also has placed an additional burden upon public administrators regarding the conduct of their personal lives. Public sector ethics is an attempt to create a more open atmosphere within governmental operations. Ethics must be seen as an ongoing activity and not as a status to be attained. Ethics is not just

about establishing a set of rules or code of conduct but are an ongoing management process that underpins the work of government (Hondeghem, 2017). In the complex world of public administration, norms and values rarely provide clear-out answers to difficult problems. Ethics should be thought of as helping to frame relevant questions about what government ought to be doing and how public administration ought to go about achieving those purposes” (Denhardt as cited in Hondeghem, 2017). Ethical behavior is that which is morally accepted as “good” and “right” as opposed to “bad” or wrong in a particular setting. Considering some questions like, is it ethical to do personal business on the organization’s time? Is it ethical to pay bribe to obtain a business contract? It is obvious that despite one’s initial inclination in response to these questions, the major points of it all is to remind organization that the public at large is demanding that government officials, managers, workers in general and the organizations represent all act according to high ethical and moral standard. The future will bring a renewed concern with maintaining high standards of ethical behavior in organizational transactions and in the work place. Many executives, administrators and social scientists see unethical behavior as a cancer working on the fabric of society in too many of today’s organization and beyond. The crises of unethical behavior involve business people, government officials, customers and employee at all levels of the organization. For example, a recent study found that employees accounted for a higher percentage of retail theft than did customers. The study estimated that one in every fifteen employees steals from his or her employer. In addition, we hear about illegal and unethical behavior going on in the country such as pension scandals which disreputable executives gamble on risky business ventures

with employees retirement funds. Although such practices occur throughout the country, this nonetheless serves to remind us of the ethical challenge facing organizations. This challenge is especially difficult because standards for what constitutes ethical behavior lie in a “grey zone” where clear cut right versus wrong answers may not always exist. As a result, unethical behavior is forced on organizations by the environment in which it exists

The effective management of ethical issues requires that organizations ensure that their managers and employees know how to deal with ethical issues in their everyday work lives. Therefore, organizational members must first understand some of underlying reasons for the occurrence of unethical practices. From the above, we can assert with Anam (2016) what ethics in public organizations deals with.

Ethics deals with the character and conduct and morals of human beings. It deals with good or bad, right or wrong behavior; it evaluates conduct against some absolute criteria and puts negative or positive values on it (Hanekom, 2018). Guy (2020) agrees with Henekom because he views ethics as the study of moral judgments and right and wrong conduct. Furthermore, he views ethics as different from law because it involves no formal sanctions. It is different from etiquette because it goes beyond mere social convention. It is different from religion because it makes no theological assumptions. It is different from aesthetics because it is aimed at conduct and character rather than objects. It is different from prudence because it goes beyond self-interests of others. Ethics is both a process of inquiry and code of conduct. As a code of conduct, it is like an inner eye that enables people to see the rightness or wrongness of their actions (Guy, 2020).

The ethical question is closely linked to human existence. The essence of mankind lies in the fact that he/she can reflect upon, as well as evaluate, him/herself and his/her deeds. To be in a position to evaluate, a set of evaluation criteria or values is required as yardsticks (Vander Waladt & Helmbols, 2017).

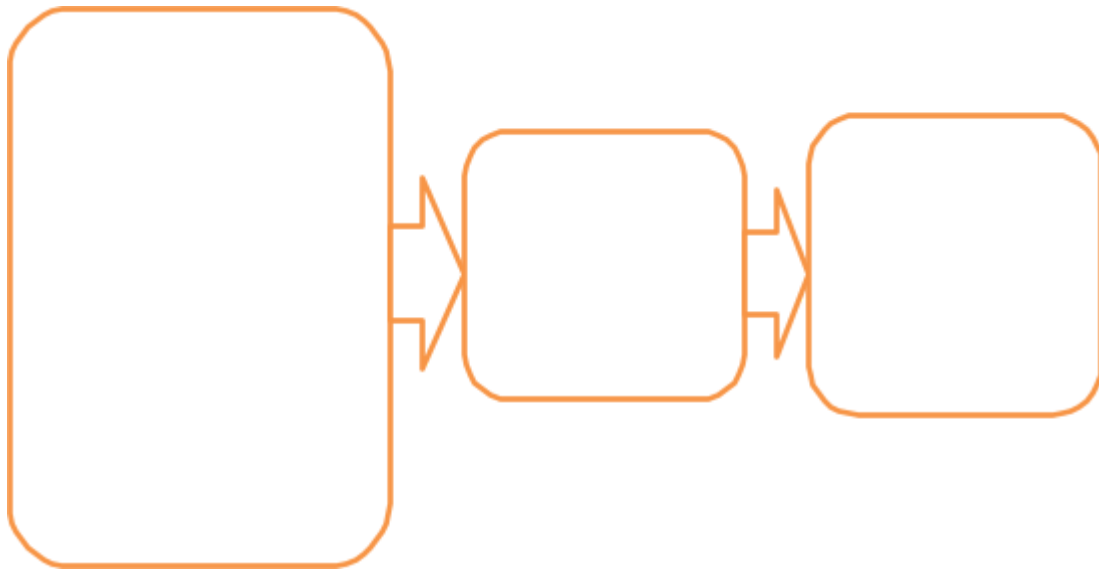
Heynes (2019) is of the opinion that ethics has to do with the actions of man. Consequently, it requires adjustments in the actions and attitudes of the public manager in relation to his colleagues and the public as well as in relation to himself. According to De Villiers (2016), the basis of the evaluation of human behavior is to be found in a system of values. Ethical values and integrity as a basic value as well as the rule of law are key elements of every democratic society. Public officials in their daily execution of their functions and management of public funding, dispose of discretionary competencies. These values must not only protect the citizens against arbitrary use of this public power, but also the public authority itself against any improper use of this power by its public officials. The public officials themselves must be protected against any abuse or diversion of law or authority on behalf of the public authority or its official bodies (Hondegheem, 2017).

In addition to the above, Hondegheem (2017), writes that ethical behavior is essential for an effective and stable political-administrative authority as well as social and economic structures. Corruption can disturb economic competition; endanger free trade and stability on which the free market economy is based. Esterhuyse (2018) writes that to make this evaluation possible, specific criteria are required. These evaluation criteria can be utilized as yardsticks and have a regulatory and evaluatory functions. Aspects such as quality of life, legitimacy of public institutions and the

management style of the public sector may be derived from the moral-ethical. The moral-ethical culture which prevails on the public sector is dependent on the values of society. A society which does not, or is not allowed to express moral protest in public can cause political office-bearers to have a low sense of responsibility and integrity. Consequently, the possibility of corruption and maladministration is increased (Esterhuyse, 2018).

According to Trevino (2017) ethics are moral principles that explain what is right or wrong, good or bad and what is appropriate or inappropriate in various setting. Candy (2016) defines ethics as the system of rules that govern the ordering of values. Miner (2018) 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.

The figure below was developed to attempt to explain the impact of employees ethical conducts on organization performance.



### ***INDEPENDENCE VARIABLES***

#### ***INPUTS***

1. Employee ethical: it is apply to people at all levels of the organization and help to determined the success of the organization.
2. Conducts: to guide, lead, direct, manage.
3. Responsibility: a duty or obligation to satisfactorily perform or complete a task.
4. Accountability: in ethics and government, accountability is answerability, blameworthiness, and the expectation of account giving.
5. Association: to membership organizations that are engaged in the supports the business interest of their members.
6. Competence: the combination of observable and measureable knowledge, skills, ability and personal attributes that contribute to enhance employee performance and ultimate result in organizational success.

#### ***ACTION***

1. Operations: is the administration of business practices to create the highest level of efficiency possible within an organization.

2. Management: is the act of setting corporate goals, monitoring the method used to achieve those goals, and then creating way for managers to more effectively achieve those goals.

### ***DEPENDENT VARIABLES***

#### ***OUTPUTS***

Organization: comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Specialist in many fields are concerned with organization performance including strategic planners, operations, finance, legal and organizational development.

Source: Developed by the Researcher (2019)

In inputs, the organization has expectations from each individuals' basing it on the set of 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 it does not follow the standards of conduct of a particular group of people in society. Managers need to shape the 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 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.

### **Organizational Performance**

Many organizations in Nigeria operate under ethical behavior, whether formally or informally, many of these aspire to comply with externally enforced for 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 institution ling ethics. Reputation is lost within seconds, while great efforts, consistency and time are required to build it up again. The message comes across quite clearly, ethical values play significance 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 programmes 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, (2018). Companies with strong ethics programs report improvements in ethical conduct, and programmes have a positive effect on employee behavior, ethical attitudes and corporate culture (Ferrell et al. 2018).

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 (2016) 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 (2016) found that ethics codes influence behavior.

The second element is ethics training. It to helps employees to understand the ethical goals and values of the organization increase their ability to deal with ethical issues Proenca, (2019), 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 (Pettry et al. 2017). 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 2018). 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 2016), and many organizations include ethics in their performance appraisals (Petry and Tietz, 2017). 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.

This comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). According to Richard (2019) 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.

## **2.2 Theoretical 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. (2016). 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.

### **2.2.1 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 (2017).

Following the increase of unethical conducts in most of public organizations by employees specifically at MTN Nigeria Plc as described in the MTN Nigeria Plc Technical Report (2016), 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.

### **2.2.2 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 (2019). 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 2016).

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 Gtbank Plc Nigeria is the case study.

### **2.3 Empirical Review**

Ethical behavior has become rampant remedy to be succeeded in business by pretending that it has unique characteristic. Plethora of empirical studies is available on ethical behavior. After reviewing the available literature on ethical behavior, studies can be categorized into individual factors, organizational factors and external factors. The studies related to these factors are being provided in the paper. The approach of these studies is divided into three broad category of factors which are associated with it, to allow researchers for better understanding and easy availability of the literature related to factors associated with ethical behavior, gaps and limitation have been discussed to provide the scope for future studies, the empirical studies have been divided into individual factors, organizational factors and external factors.

Individual Factors Individuals as factor, which is thought to be most important in behavior, can be taken as unit of any ethical decision making provides overall

behavioral outcome is the overall measure performance of the individual in situation. In empirical studies of individual factor, there are a greater volume of findings under this variable, gender and age is the most researched constructs. Machiavellianism is very less researched among all individual factors.

Machiavellianism Hegarty and Sims (2016, 2017) on 120 graduate students found Machiavellianism is a significant variance in ethical behavior similarly Singhapakdi and Vitell (2018) supports this findings that Machiavellian manager perceive ethical problems as less serious than other and were less likely to take actions to correct the problem.

Razzacae and Hwee (2019) supported the findings of Verbeke et al. Later Schepee (2020) found that there were no significant findings. The personality trait, Machiavellianism, produced fairly consistent results.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

Researchers have different beliefs and ways of view and interacting with the surrounding which makes research studies to vary. However, there are certain common standards and rules that guide a researcher's actions and beliefs. Such standards can be referred to as a paradigm, this chapter aimed to explain in details about the ways and methods that a researcher used to collect data, processing and analyzing to reach the conclusion. It included the research design (paradigm, approach, strategies and timeline), the survey population, area of the research the sampling and design and variable measurement. It discussed the research design and methodology utilized in this. In order to describe the variety of research activities undertaking during this study, the data collector activities and associated analysis method was systematically discussed.

#### **3.2 Research Design**

A research is a broad view or perspective of something Taylor, Kermode and Roberts (2015). These are patterns of beliefs and practices that regulate inquiry within a discipline by providing lenses, frames and processes through which investigation is accomplished. This study utilized a triangulation approach which explored the impacts of employee's ethical conducts to organization performance. The use of both the qualitative and quantitative methodologies was necessary to encompass the different employee's ethical conduct and organization performance. Due to the complex nature of the research study, there was no single paradigm that could satisfactorily deal with all of the required methodological aspects. Therefore, the research found it necessary

to combine the qualitative/positivist paradigm with the qualitative/interpretive paradigm. This combination of both paradigm provided the researcher with the ability to statistically analyze the scientific data whilst also recognized the complex psychological and emotional factors that influence employee's ethical behaviour issues.

This study utilizes a triangulation approach to explore and guide the development and evaluation of employees ethical behaviour in organization. The use of both the qualitative and quantitative methodologies was necessary to encompass the different aspects of ethical and unethical behaviour. In order to address the diversity and complexity of such employees behaviour a mixed methodology was necessary.

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

In order to gain different perspectives and draw attention to different factors that affect employee's ethical behaviour, descriptive research methods were employed in this study in order to describe, observe and document a naturally occurring phenomena which cannot readily be attributed an objective value. In order words, descriptive research deal with questions that look to explain what things are like and describe relationship but do not predict relationships between variables or the direction of the relationship. In this descriptive study, qualitative and quantitative data collection techniques were used including; semi-structured interviews, pre and post-test questionnaires and focus group interviews.

According to Morse and Richards (2019), qualitative descriptive approaches are extremely helpful because evidence of experience and knowledge can be easily missed when quantitative methods are used.

Population of the study

The population was heterogeneous, there were senior, junior and other employees and their ethical behaviour differ across. In addition their education status was good and reasonable and thus proved their ability to understand and respond to the questions accordingly as shown in the table below

| Position       | Sex |    | Post<br>Grad/Hnd/Degree | Educational status |     |     |
|----------------|-----|----|-------------------------|--------------------|-----|-----|
|                | M   | F  |                         | Bachelor/Degree    | Dip | Sec |
| Senior staff   | 8   | 2  | 6                       | 2                  | 2   |     |
| Junior officer | 12  | 6  |                         | 8                  | 10  |     |
| Other          | 46  | 36 |                         | 16                 | 56  | 10  |
| Total          | 66  | 44 | 6                       | 26                 | 68  | 10  |

*Source: Research finding, 2020*

### 3.4 Sample and Sampling Techniques

The population for this study was employee's at MTN Nigeria Plc (Management officers, operation officers, accountant, commercial officers, customer care services and field technicians).

The current total number of employees at the branch is 110 employees. The total 60 respondents was selected by using probabilistic sampling in which systematic sampling was involved. After identified the desired participants, the researcher approached each participant and requested if would be interested in participating in this study. During the process 60 participants were provided information about the research proposal.

| Position           | Sex |   | Post<br>Grad/Hnd/Degree | Educational status |     |     |
|--------------------|-----|---|-------------------------|--------------------|-----|-----|
|                    | M   | F |                         | Bachelor/Degree    | Dip | Sec |
| Management officer | 3   | 2 | 2                       | 3                  |     |     |

|                                  |    |    |   |    |    |   |
|----------------------------------|----|----|---|----|----|---|
| Operation officer                | 2  | 1  |   | 2  | 1  |   |
| Accountants                      | 2  | 8  |   | 6  | 4  |   |
| Commercial officer/customer care | 2  | 15 | 6 | 2  | 11 | 4 |
| Field technician                 | 7  | 8  |   |    | 12 | 3 |
| Total                            | 16 | 34 | 2 | 13 | 28 | 7 |

***Source: Research finding, 2020***

### **3.6 Methods of Data Collection**

J.A. Awolola (2017) view data collection as the systematic collection of relevant information based on the nature of the problem and formulated hypothesis under investigation.

There are basically two methods of data collection; for the purpose of this study, we shall use both the primary and secondary methods of data collection.

Primary data: J.A. Awolola (2017) view primary sources as are original works of Research or raw data without interpretation or pronouncements that represent an official opinion or position. Primary sources are authoritative because the information has not been filtered or interpreted by a second party. For the purpose of this Research work, I use, questionnaire, speeches, personal observation

Secondary data: these are statistical not originally gathered from an immediate study at hand, but some other purpose. This Research work makes use of the following secondary source data, library Research, seminar papers, journals, records, encyclopedias.

### **3.7 Instruments of Data Collection**

The instruction used in the collection of data was instruction, personal interview method. The individual is contacted are the manager and some other staff, especially from the customer service and department.

### **3.8 Methods of Data Analysis**

For this Research work, the method of data analysis and the statistical procedure adopted in the computation of data is chi-square method. This is also be used in testing the hypothesis.

### **3.8 Historical Background of MTN Nigeria**

MTN Nigeria is part of the MTN Group, Africa's leading cellular telecommunications company. On May 16, 2001, MTN became the first GSM network to make a call following the globally lauded Nigerian GSM auction conducted by the Nigerian Communications Commission earlier in the year. Thereafter the company launched full commercial operations beginning with Lagos, Abuja and Port Harcourt.

MTN paid \$285m for one of four GSM licenses in Nigeria in January 2001. To date, in excess of US\$1.8 billion has been invested building mobile telecommunications infrastructure in Nigeria.

Since launch in August 2001, MTN has steadily deployed its services across Nigeria. It now provides services in 223 cities and towns, more than 10,000 villages and communities and a growing number of highways across the country, spanning the 36 states of the Nigeria and the Federal Capital Territory, Abuja. Many of these villages and communities are being connected to the world of telecommunications for the first time ever.

The company's digital microwave transmission backbone, the 3,400 Kilometre Y'ello Bahn was commissioned by President Olusegun Obasanjo in January 2003 and is reputed to be the most extensive digital microwave transmission infrastructure in all of Africa. The Y'elloBahn has significantly helped to enhance call quality on MTN network.

The company subsists on the core brand values of leadership, relationship, integrity, innovation and 'can-do'. It prides itself on its ability to make the impossible possible, connecting people with friends, family and opportunities.

MTN Nigeria also recently expanded its network capacity to include a new numbering range with the prefix 0806, making MTN the first GSM network in Nigeria to have adopted an additional numbering system, having exhausted its initial subscriber numbering range - 0803.

In its resolve to enhance quality customer service, MTN Nigeria has also introduced a self-help toll-free 181 customer-care line through which subscribers can resolve their frequently asked questions free of charge.

MTN's overriding mission is to be a catalyst for Nigeria's economic growth and development, helping to unleash Nigeria's strong developmental potential not only through the provision of world class communications but also through innovative and sustainable corporate social responsibility initiatives.

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSES AND INTERPRETATION**

#### **4.1 Introduction**

This chapter presents research findings and analyzed from the data collected for the purpose of simplifying the analysis and presentation of the findings, the research questions that were to be answer to meet the need of each research objective, and the result of the findings have been presented in the manner that is logical and based on research objectives. Finally, the result has been used for discussion and recommend what needs to be done as the way forward.

On the basis of the results control, age and sex variables were treated as collariate to reduce error variance Adebayo (2017).

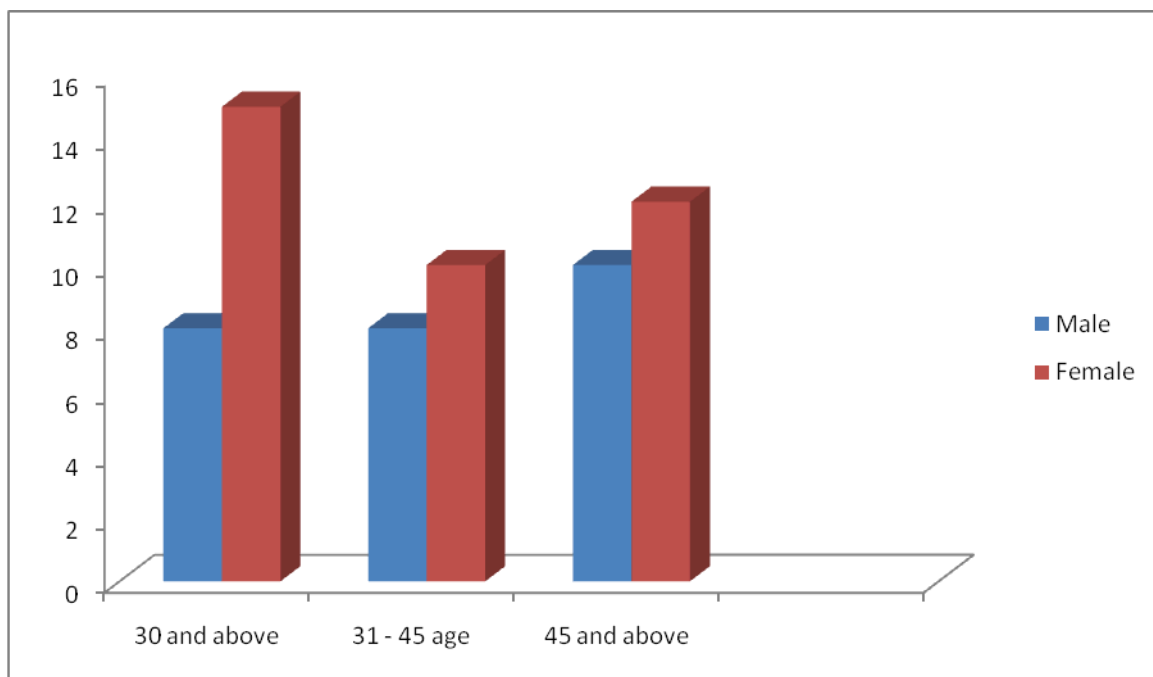
#### **4.2 Cross Tabulation Analysis And Interpretation**

The research decided to group age into three groups, group one was the age below 30 who were believed to be newly employed with different views as well as fresh blood from schools (graduates). The second group was between 31-45 years who were employees with a lot of expectations, experience and highly need to achieve from job and employees above 40 years who were participants with a lot of experience with job satisfaction and highly committed to the job. In order to evaluate perception according to the age factor also age and sex was necessary to see how people of different age and sex responded to terms of ethics and their result were as follows;

##### *4.2.1 Age And Gender*

The figure 4:1 below summarized the demographic profile of the respondents. It revealed that employees with the age below 30 were eight male and 17 females which

make total of 25. At the age range 31-45 years there were eight and nine female which make a total number of 17 employees. Those with the age of above 45 years were only eight female. This makes the total of 16 male and 34 female. The useful these two variables show that respondents is opinion varies with age and sex as 95 percent of the respondents who were above 45 years suggested that the organization should revise organization ethics policy in order to enhance its performance. Also, the opinion on employees ethical conducts to organization performance revealed that females are more ethical 85 percent than male 15 percent.



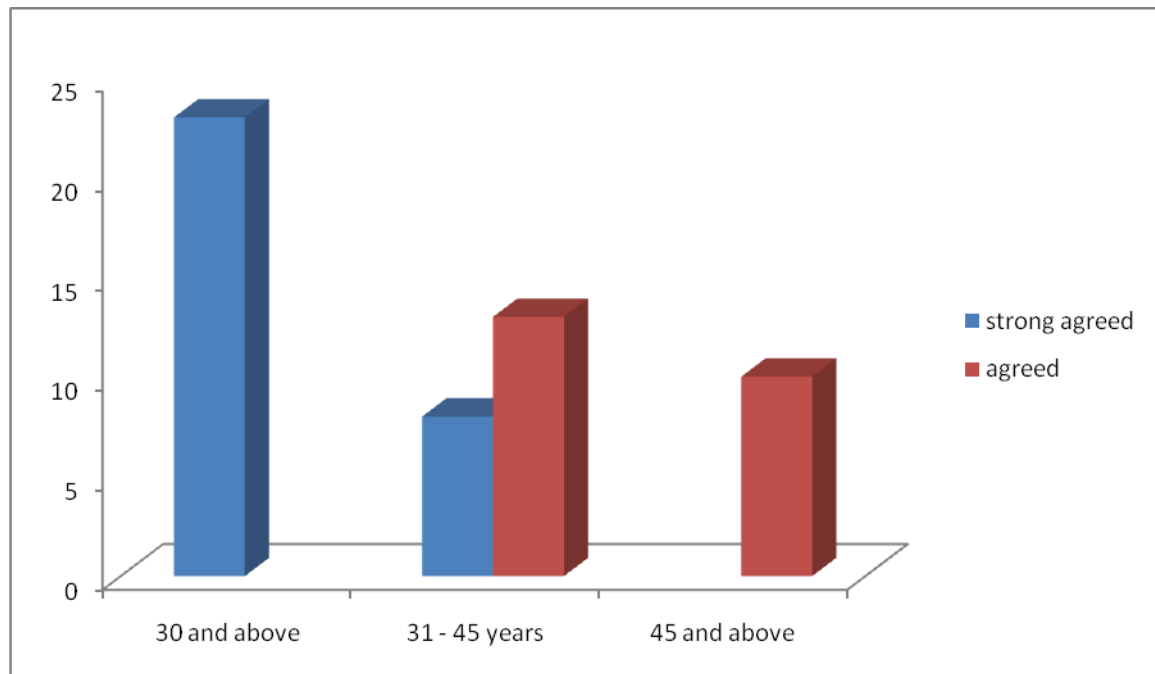
***Figure 4:1 Age and Gender***

Source: researcher, 2025

#### ***4.2.2 Age And Ethical Conduct Awareness***

From the figure 4.2 below, 25 employees (50%) of the total population, with the age below 30 agreed that organization treat ethical conduct as a serious matter, eight employees (16%) between (31-45) years strong agreed and nine employees (18%)

agreed that they are aware on ethical behaviour. And eight employees (16%) neither agreed nor disagreed.

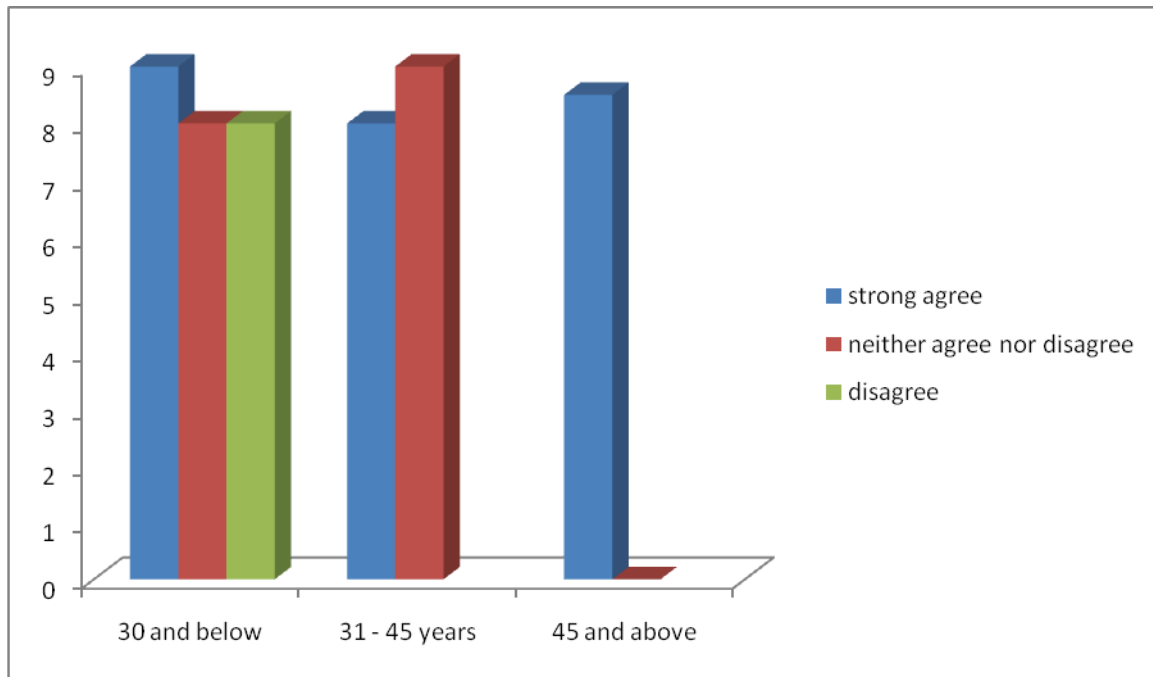


***Figure 4.3 Age And Ethical Awareness***

#### ***4.2.3 Age And Organization Policies Adherence***

On the other side nine employees (18%) with the age below 30 agreed that organization gives positive support on ethical policies adherence, on the other side eight employees (16%) were not able to describe it all and another eight employees (16%) disagreed. Eight employees (16%) with the age range (31-45) strong agreed and nine employees (18%) agreed on that organization gives positive support on ethical policies adherence. And eight employees (16%) agreed on that organization gives positive support on ethical policies adherence. And eight employees (16%) agreed on that organization gives positive support on ethical policies adherence.

(figure 4.4) below



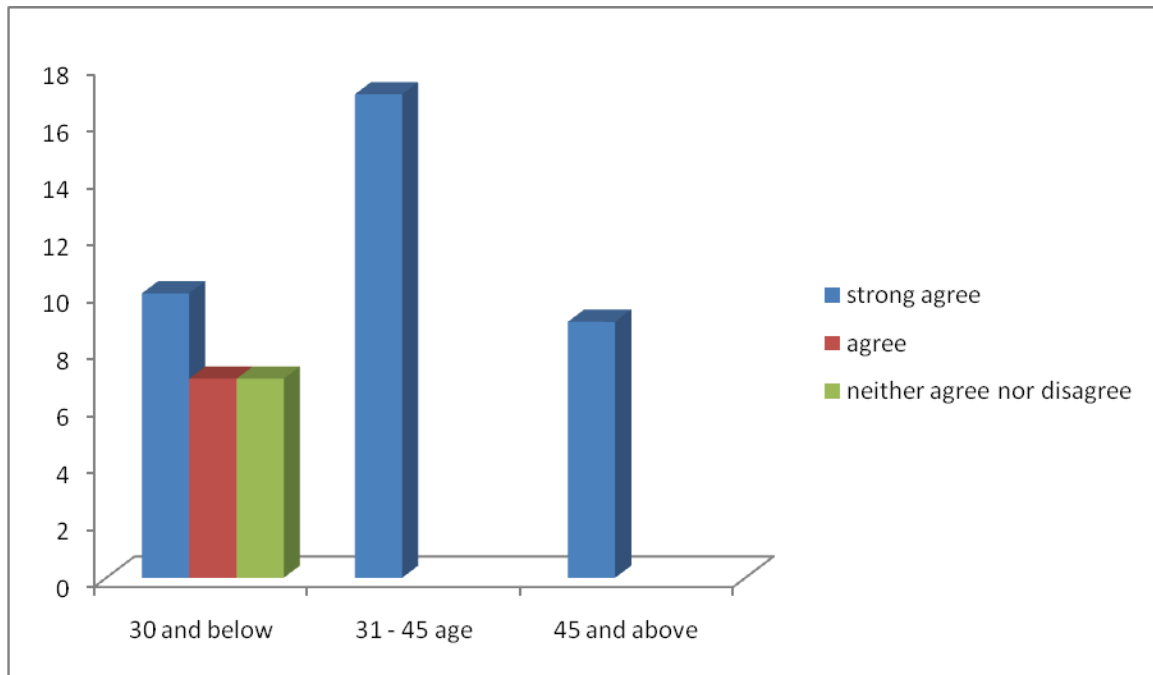
***Figure 4.3 Age And Organization Policies***

Source: research, 2025

#### ***4.2.4 Age And Changes On Ethical Conducts To Organization Performance***

Nine employees (18%) with the age below 30 agreed that changes of employees ethical conduct will affect organization performance, on the other side eight employees (16%) agreed and another eight were not able to describe it all. Also 17 employees (34%) with the age range (31-45) agreed and eight employees (16%) with the age above 45 years agreed that changes of employee's ethical conduct will affect organization performance.

Figure 4.5

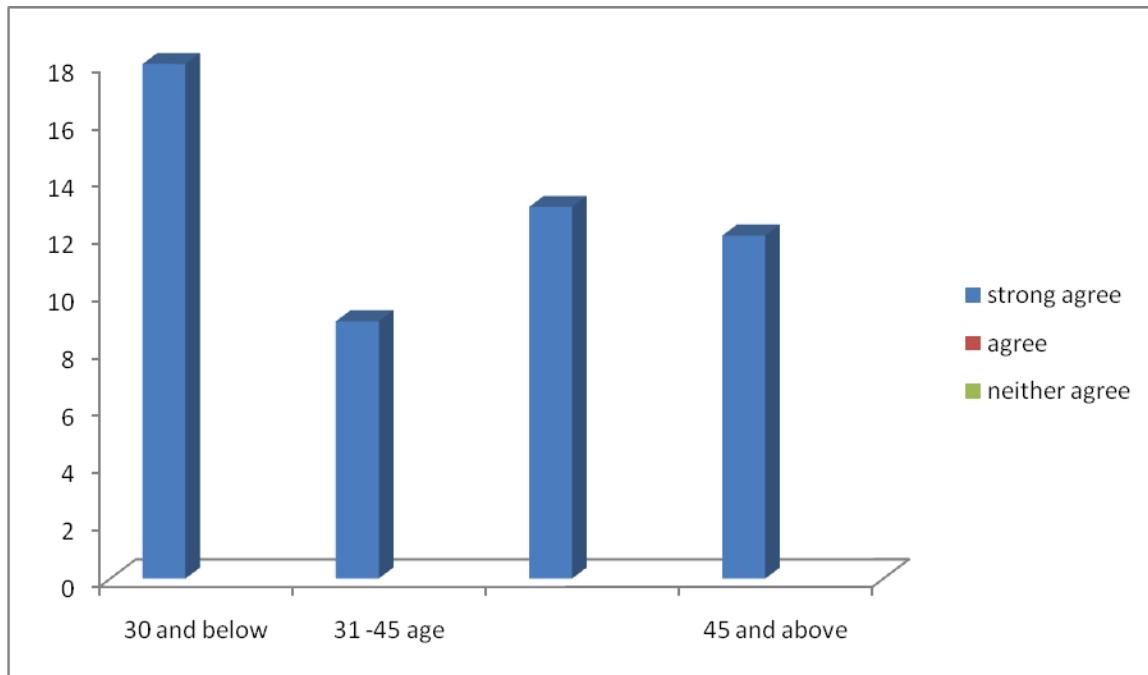


***Figure 4.4. AGE and changes of ethical conduct***

Source: research, 2025

#### *4.2.5 Age And Ethical Impacts To Organization Performance*

Figure 4.5 (below) reveals that 17 employees (34%) with the age below 30 years agreed that ethical conduct has impact on organization performance, and eight employees (16%) with the age between 31-45 agreed, and nine (18%) disagreed. Eight employees (16%) with the age above 40 were not able to describe it at all.



***Figure 5: Age And Ethical Impacts To Organization Performance***

Source: research, 2025

#### **4.3 Measure Of Relationship (Pearson Correlation Coefficient)**

There are several methods of determining the relationship between variables, the following were analyzed; does there exist association or correlation between the two or more variables. If yes of what degree? Another is if there is any cause and effect relationship between the two variables in case of the bi-variable population or between one variable on one side and two more variable on the other.

In case of multivariable population? If yes, of what degree and in which direction?

Karl Pearson's concept of correlation( $r$ ) was used to measure the degree of relationship between the variable. The value of  $r$  lies between  $\pm 1$ . positive value of  $r$  indicates positive correlation coefficient between the variables, where as negative value of  $r$  indicates negative correlation. A zero value of  $r$  indicates that there is no association between the two variables. Where  $r = (+) 1$ , it indicates perfect positive

correlation and when it is (-) I, it indicates perfect negative correlation, sounders et al. (2016).

The following were findings and analysis from research

#### *4.3.1 Age And Other Variable*

Table 4.1 reveals that there was a significant positive relationship between age and the awareness of employees ethical conducts to organization performance as the correlation coefficient (r) was = 0.383 and positive relation between age and the necessity of ethical conducts in achieving an organization objectives as the correlation coefficient (r) was 0 = 0.374, the relationship however was significant negative between age and adequacy of ethical management in enhancing organization performance as the correlation coefficient (r) was = 0.543.

Extending the relationship to other variable apart from above, the results show that there was a slightly weaker positive relationship between age and gender since  $r = 0.149$ , but a bit stronger than the of age and employees ethical behavior in enhancing organization performance, furthermore, correlating was observed that  $r = 0.031$  which is still a weak positive relationship.

#### *4.3.2 Gender And Other Variable*

Table 4.2 reveals that there was a significant strong positive relationship between gender and the awareness of employees ethical conducts to organization performance as the correlation coefficient (r) was =0.606 and positive relations between age and the necessity of ethical conduct in achieving an organization goals as the correlation coefficient (r) was 0.541, the relationship was, however weak (negative) between gender and adequacy of ethical management in enhancing organization performance

as the correlation coefficient ( $r$ ) was  $= -0.133$ , but a bit stronger than of gender and employees ethical behavior in enhancing organization performance, furthermore, correlation was observed that  $r = -0.024$  which is still a weak negative relationship.

Extending the relationship to other variable apart from above variables, the results show that there is a slightly weaker positive relationship between gender and age since  $r = 0.149$ .

#### *4.3.3 Awareness Of Employees Ethical To Organization Performance And Other Variables*

The research question tried to examine the level of awareness on employee ethical conduct to organization performance and the results reveals that (table 4:3), there was a significant strong positive relationship between the awareness of employees ethical conducts to organization performance and gender as the correlation coefficient ( $r$ ) was  $= 0.606$  and positive relation with age as the correlation coefficient ( $r$ ) was  $0.383$ .

Extending the relationship to other variable apart from ethical conduct awareness and age, the results show that there was a slightly positive relationship between the awareness of employees ethical conducts to organization performance and ethical conducts description, since  $r = 0.305$ . on the other hand there was no correlation between the awareness of employees ethical conducts to organization performance and effect of employees ethical conducts since the correlation coefficient ( $r$ ) was  $= 0.000$ .

#### *4.3.4 Adequacy Of Ethics Management In Enhancing Organization Performance And Other Variables*

Table 4:1 reveals that there was a positive relationship between the adequacy of ethics management in enhancing organization performance and changes on employees ethical conducts as the correlation coefficient (r) was = 0.308 and slight positive relation with awareness on ethical conduct as the correlation coefficient (r) was = 0.305, the relationship was, however, significant negative with age as the correlation coefficient (r) was = -0.543

#### *4.3.5 Employees' Ethical Behaviour In Enhancing Organizational Performance And Other Variables*

Table 4:1 reveals that there was a positive relationship between the adequacy of ethics management in enhancing organization performance and changes on employees ethical conducts as the correlation coefficient (r) was = 0.308 and slight positive relation with awareness on ethical conduct as the correlation coefficient (r) was = 0.305, the relationship was, however, significant negative with age as the correlation coefficient (r) was = -0.543

#### *4.3.6 Necessity Of Ethical Conducts In Achieving Organization Performance And Other Variables*

Table 4:1 reveals that there was a positive relationship between the adequacy of ethics management in enhancing organization performance and changes on employees ethical conducts as the correlation coefficient (r) was = 0.308 and slight positive relation with awareness on ethical conduct as the correlation coefficient (r) was =

0.305, the relationship was, however, significant negative with age as the correlation coefficient (r) was = .374

**TABLE 4:1 PEARSON CORRELATION COEFFICIENT**

|        |                     | AGE   | GENDER | OTECSM | OPSEP | CEE   | ECIOP |
|--------|---------------------|-------|--------|--------|-------|-------|-------|
| Age    | Pearson correlation | 1     | .149   | .383   | -.543 | .031  | .374  |
|        | sig (2-tailed)      |       | .303   | .006   | .000  | .832  | .007  |
|        | N                   | 50    | 50     | 50     | 50    | 50    | 50    |
| Gender | Pearson correlation | .149  | 1      | .606   | -.133 | -.024 | .541  |
|        | sig (2-tailed)      | .303  |        | .000   | .356  | .871  | .000  |
|        |                     | 50    | 50     | 50     | 50    | 50    | 50    |
| OTECSM | Pearson correlation | .383  | .606   | 1      | .305  | .000  | .223  |
|        | sig (2-tailed)      | .006  | .000   |        | .031  | 1.000 | .120  |
|        |                     | 50    | .50    | .50    | 50    | 50    | 50    |
| OPSEP  | Pearson correlation | -.543 | -.133  | .305   | 1     | .308  | -.136 |
|        | sig (2-tailed)      | .000  | .356   | .031   |       | .029  | .346  |
|        |                     | 50    | 50     | 50     | 50    | 50    | 50    |
| CEE    | Pearson correlation | .031  | -.024  | .000   | .308  | 1     | .690  |
|        | sig (s-tailed)      | .832  | .871   | 1.000  | .029  |       | .000  |
|        |                     | 50    | 50     | 50     | 50    | 50    | 50    |
| ECIOP  | Pearson correlation | .374  | .541   | .223   | -.136 | .690  | 1     |
|        |                     | .007  | .000   | .120   | .346  | .000  |       |
|        |                     | 50    | 50     | 50     | 50    | 50    | 50    |

|  |                   |  |  |  |  |  |  |
|--|-------------------|--|--|--|--|--|--|
|  | sig<br>(s-tailed) |  |  |  |  |  |  |
|--|-------------------|--|--|--|--|--|--|

Correlation is significant at the 0.01 level (2-tailed) correlation is significant at the 0.05 level (2-tailed)

Source: researcher, 2025

#### 4.4 Frequency Analysis

##### *4.4.1 Areas Of Awareness Of Employees Ethical Conduct To Organization Performance*

The information obtained from data gathered reveal that eight employees (16%) were strongly agreed that they are aware on the relationship between employees ethical conducts to organizational performance and 34 employees (68%) agreed on that, on the other hand, eight employees (16%) were not able to describe it at all. Table 4.2 below shows the result from respondents.

Table 4.2: AWARENESS OF EMPLOYEES ETHICAL CONDUCTS

|       |                            | Frequency | Percent | Valid percent | Cumulative percent |
|-------|----------------------------|-----------|---------|---------------|--------------------|
| Valid | Strong agree               | 8         | 16      | 16            | 16                 |
|       | Agree                      | 34        | 68      | 69            | 84                 |
|       | Neither agree nor disagree | 8         | 16      | 16            | 100                |
|       | Total                      | 50        | 100     | 100           |                    |

Source: research, 2025

##### *4.4.2 Adequacy Of Ethic Management In Enhancing Organization Performance*

Since the information obtained shows that there are eight employees (16%) who strongly agreed that organization give positive support in enhancing the awareness of

its ethical policies to its employees, 26 employees (52%) agreed on that. On the other side eight employees (16%) were neither agreed nor disagreed while other eight employees (16%) disagreed, this suggests that, such knowledge and skills have not been widely enhanced in the organization.

Table 4.3 ADEQUACY OF ETHICAL MANAGEMENT IN ENHANCING ORGANIZATION PERFORMANCE

|       |                            | Frequency | Percent | Valid percent | Cumulative percent |
|-------|----------------------------|-----------|---------|---------------|--------------------|
| Valid | Strong agree               | 8         | 16      | 16            | 16                 |
|       | Agree                      | 26        | 52      | 52            | 68                 |
|       | Neither agree nor disagree | 8         | 16      | 16            | 100                |
|       | Total                      | 50        | 100     | 100           |                    |

Source: research, 2025

#### 4.4.3 Examine Whether Changes In Employee's Ethical Behavior Organization Performance

Table 4.4 below shows that nine respondents (18%) strong agreed and 33 respondents (66%) agreed if efforts are made to change employees ethical conducts it will affect the performance of organization. Only eight respondents (16%) were not able to describe it at all. This implies that a total number of respondents suggested that, changes of ethical conduct in organization will affect organization performance. Apart from the situation revealed respondents suggested that strategies to be taken in order to change employees ethical conducts.

Table 4.4 EXAMINE EMPLOYEES ETHICAL CONDUCT

|       |                            | Frequency | Percent | Valid percent | Cumulative percent |
|-------|----------------------------|-----------|---------|---------------|--------------------|
| Valid | Strong agree               | 33        | 18      | 18            | 18                 |
|       | Agree                      | 33        | 66      | 66            | 84                 |
|       | Neither agree nor disagree | 8         | 16      | 16            | 100                |
|       | Total                      | 50        | 100     | 100           |                    |

Source: research, 2025

#### 4.4.4 Necessity Of Ethical Conducts In Achieving Organization Performance

Table 4.5 below shows that 34% of the respondents strong agreed that ethical conducts of individual in organization have impacts on its performance, while 16% agreed on that. On the other side, 16% were not able to describe it at all, while 34% disagreed. While other have different view could also be attributed to lack of knowledge and skills that challenge their perception of the necessity of ethical conducts in achieving organization objectives.

TABLE 4.5 NECESSITY OF ETHICAL CONDUCTS TO ORGANIZATION PERFORMANCE

|       |                            | Frequency | Percent | Valid percent | Cumulative percent |
|-------|----------------------------|-----------|---------|---------------|--------------------|
| Valid | Strong agree               | 17        | 34      | 34            | 34                 |
|       | Agree                      | 8         | 16      | 16            | 50                 |
|       | Neither agree nor disagree | 8         | 16      | 16            | 66                 |
|       | Disagree                   | 17        | 34      | 34            | 100                |
|       | Total                      | 50        | 100     | 100           |                    |

Source: research, 2025

## 4.5 Discussion

This study intended to ascertain whether employees ethical conducts has impacts to organization performance. It has been found that there was a significant positive weak relationship between employee's ethical conducts has impacts to organization performance and a positive weak relationship in other variables. In contrast, when the relationship was narrowed down to the streams that make up the studied group the relationship was realized to be greater in unethical behavior stream than ethical behavior research revealed that there was a weak positive relationship between employee's ethical conducts and organization performance and that this weak relationship cannot be ignored in ethical conducts for it is significant at 0.01 levels and insignificant in other variables such as organization policies, regulatory agencies and other stakeholders.

The same result was obtained in the study done in Singapore by Chye (2018) the result indicated there was significant and positive link between ethical behavior and career success within the organization and job satisfaction also the findings reveals that here is association between ethics and organizational commitment.

It is evident from the study that employee's ethical conducts plays a role but not a major and dominant role in organization success, and if management would improve ethical conducts of individuals among other things organization would be successful in its performance. The same result obtained in the research which was done in Austria by Michael (2019) that three corporate culture these are;

CEDs were ultimately responsible for the ethicality of their organizations; formal training programmes were necessary to impact the required knowledge and the

formal training programs were necessary to impart the required knowledge and formal mechanism were essential to facilitate the reporting of any behavior of organizational members that was deemed to be wrong, unethical or illegal nevertheless, the positive relationship observed from the study means that the increase of one variable leads to an increase in the other. In a way, it is like saying that unethical conducts is tantamount to poor organization performance because of the realized connection between these variables, although the connection is not strong because the non-ethical factors seem to relate or to correlate much with organization performance than ethical conducts.

Data from interviewed participants revealed that 85% said that major failure were result of poor ethics management strategy and 12 percent said failure in organization was the result of technical problems. In respond to another question 82 percent perceived ethical conduct in organization is adequate, while 18 percent perceived ethical conducts was adequate.

In addition, the results from interviewed participants revealed that there is a positive relationship between the employees' ethical conducts and organization performance as most of the interviewed blamed that individuals are unethical because the management has failed to enhance proper system of manage ethical conducts. Also, interview revealed some of the senior leaders resulted to that failure to comply with 81% of the set performance targets. This implies that if organization will put serious efforts to improve ethical conduct of individuals by adhered to standards of conduct, certain norms of conduct when dealing with each other better performance would be expected from the organization on the other hand, a weak positive

relationship revealed from the study shows that employees are unethical because of their weaknesses in ethics. This is to say the government should devote itself seriously to improve organization performance if at all Tanzania wants to continue with public organization as a reliable service providers, otherwise employee's ethical conduct will not be effectively. Eventually, there will be perpetual poor performance organization as according to the water utilities performance report (2018/19). It is important to remember that, even where the analysis would have shown a strong perfect relationship, meaning that employee's ethical conduct is strongly correlated to organization performance this would not justify, a case study of MTN Nigeria Plc has revealed that because it is obvious as explained by previous studies.

The findings of this study confirm previous research done in some other parts of the world; USA, Europe, and West Africa to a little extent. The studies generally found a positive correlation Chye, (2015), Kehinde, (2019) and in others a weak positive correlation.

By and large, with regards to the developed assumption the findings of the study can be summarized as follows: first, there is a positive significant weak correlation between employee's ethical conduct and organization performance. Second, it has been realized that there is more positive correlation between ethical conduct and changes of employee's behavior.

According to those findings, one could be made to believe that poor performance in public organization (a case study of MTN Nigeria Plc) was a consequence of poor ethical management in organization or it could be true that poor performance in organization was because of adherence to informal codes known as

norms which were characterized mainly by isolation and solidarity. Chye, (2015). Thus, unethical conduct was only one of the factors that was used in explaining on poor performance in public. Organization, it should therefore, be understood that poor performance is interplay of several factors and not as how the public sees it, and a large number blame on ethical conduct only. Basing on the study we can realize that organization performance can largely be explained basing on factor other than unethical factors other than unethical factors like governing policy, economic factor and other control agencies. This implies that if organization will put serious efforts to improve ethical conducts of employee's better performance would be expected.

It is obviously known that there is no way organization can deny that ethical conducts is an essential tool of organization outcome and is pivotal to all activities that are taking place in the organization. The world for many years and Tanzania in particular has been emphasizing on a paradigm shift from traditional approaches to modern approaches methods of enhancing effective ethical programme.

Basing on the study we can realize that poor performance or organization can largely be explained basing on factors other than unethical behavior, factors like weak foundations from recruitment, poor training and external factors. These shortages, together with many others help in explaining the prevailing poor performance in some of the organization.

## **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 experience elements as recommendation for other who 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 conduct to organization performance particular a case study of MTN Nigeria Plc.

An interesting finding was that there is a significant positive relationship between employees' ethical conduct and organization performance ( $r = 0.308$ ), but significant at 0.01 level. The summary of the findings were as follows;

##### **5.2.1 Awareness of employees ethical conducts to the organization performance.**

The information obtained from the data gathered revealed that only 16% strongly agreed that they were aware on the relationship between employees ethical conducts to organizational performance and 68% agreed on that. Also the other hand 16% were not able to describe it at all. On the other hand during interview some respondents (18%) shown that they were not aware on ethical conducts. This reveals that some employee misbehave because they lack awareness on ethical conduct, the organization should sensitize the awareness of ethical conducts in order to enhance organization performance.

### ***5.2.2 Adherence Towards Ethical Conducts***

As a parameter of organization performance from the data shows that 18% strong agreed that changes in employees attitude will fever organization performance, 66 percentage 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 result show that employee's ethical conducts is in line with the organizations' performance. Strategic goals are important for future performance.

### ***5.2.3 Dissemination Of Skills And Knowledge On Ethical Conducts By The Organization***

The findings shows that there were 16% who strongly agreed that organization give positive support in enhancing the skills and knowledge on ethical conduct to its employees while 52% agreed on that. on the other side 16% were neither agreed nor disagreed while another 16% disagreed, this suggests that, such knowledge and skills have not been widely enhance in the organization.

From interviewed participants' researcher found that some (32%) were not able to describe organization ethical policy. This shows that the management has not well implement ethical 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 or organization is important for economic development of a country; basing on the service rendered to the community contributes is stimulating economic opportunities to be realized. The employee 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 employees ethical conduct plays a role in performance but not the major role. Employees thus may agree to be cooperative and participate in ethical conduct improvement programs. They may at some stage become involved in this 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 employee's ethical conducts contributes to the effort which in one way or the other makes organization success. The strong relationship between employee's ethical conducts and organization performance are critical to archive and maintain competitive advantages as a consequence earning.

### **5.4 Recommendations**

Based on the views obtained from professionals interviewed, the following recommendations can help to improve organizational ethical conduct as priority towards improving organization performance by set adequate resources and commitment to achieve this end.

There is a need for responsible training institution to enhance training on ethical conducts so that the graduate professionals can acquire adequate knowledge, skills and hence appreciate and adhere to ethical conduct a case study of MTN Nigeria Plc as the case study should collaborate with responsible agencies so as to demonstrate the provision of the necessary facilities present and hence impart knowledge.

It is recommended that, the other stakeholders in the industry such as religions and public institutions dealing with public services should also take a forefront role in ensuring adequate initiatives are in place to enhance ethical conductors. 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 1**  
**KWARA STATE POLYTECHNIC, ILORIN**  
**INSTITUTE OF FINANCE AND MANAGEMENT STUDIES**  
**DEPARTMENT BUSINESS ADMINISTRATION AND MANAGEMENT**

Dear Respondents,

**REQUEST FOR COMPLETION OF PROJECT QUESTIONNAIRE**

I am a student of Kwara State Polytechnic, Ilorin, in the Department Business Administration and Management, Institute of Finance and management studies. I am conducting a research and writing a project on **“Effect of Business Ethicon Organizational Performance”** This is an academic exercise in partial fulfillment of the requirement for the award of National Diploma.

Kindly tick (✓) the correct option to the question where necessary. Individual response and opinion will be kept confidential.

I assure you that any information given to me will not be for any publication, but for academic discussion only.

Thank you in anticipation

Yours faithfully

Ogunbiyi Bukola oreoluwa

**APPENDIX II**  
**EFFECT OF BUSINESS ETHIC ON ORGANIZATIONAL PERFORMANCE**  
**QUESTIONNAIRE**

This questionnaire has two sections, section A and B. Section A comprises of data on the background about the respondent for the study, while section B consist of questions drawn from the research topic through the objective of the study. Distinguished respondent are expected to tick (✓) to indicate their options in respect to each of the question.

**SECTION A: PERSONAL DATA**

Please tick (✓) the appropriate

Name of the company .....

Name of respondent.....

Gender:

Male

Female

Designation.....

**SECTION B**

Please you are requested to kindly tick (✓) against any alternative of your choice in respond to each of the items as it applied to you, using the following scale as a guide.

**Please Note:**

**S A** ==Strongly Agree

**A** == Agree

**U** == Undecided

**D** == Disagree

**SD** == Strongly Disagree

**EFFECT OF BUSINESS ETHIC ON ORGANIZATIONAL PERFORMANCE.  
QUESTIONNAIRE**

| <b>S/N</b> | <b>INFLUENCE OF WORK ETHICS.</b>  | <b>SA</b> | <b>A</b> | <b>D</b> | <b>SD</b> | <b>U</b> |
|------------|---|-----------|----------|----------|-----------|----------|
| 1          | Ethical behaviour have effect on an organization performance  |           |          |          |           |          |
| 2          | Work ethics guides employees on how to be more active on their job.   |           |          |          |           |          |
| 3          | Work ethics are the principal and standard by which an organization operates in order to deliver good service.  | <b>SA</b> | <b>A</b> | <b>D</b> | <b>SD</b> | <b>U</b> |
| 4          | Ethical behaviour has direct relationship with organization's productivity.   |           |          |          |           |          |
| 5          | Work ethic can be used to influence the use of confidential information an organization.  |           |          |          |           |          |
|            | <b>PROCEDURES AND ETHICAL'S CONDUCT.</b>  |           |          |          |           |          |
| 6          | An employer's rules must create certainty and consistency in the application of discipline.   |           |          |          |           |          |
| 7          | In every standard organization employees usually play prominent roles due to certain procedure laid down by the management.                           |           |          |          |           |          |
| 8          | If an Employee is an illiterate, then the Disciplinary Rules must be translated to him in a language that he/she can clearly understand.              |           |          |          |           |          |
| 9          | It is advisable to include a dress code as well, particularly for secretaries who have dealings with members of the public or the employer's clients. |           |          |          |           |          |
| 10         | Organization must promote adherence to the expected behaviors because the philosophy of the organization is committed to ethical practices.           |           |          |          |           |          |
|            | <b>ROLES/IMPACT OF ETHIC ON ORGANIZATION PERFORMANCE</b>  | <b>SA</b> | <b>A</b> | <b>D</b> | <b>SD</b> | <b>U</b> |
| 11         | Work ethic guides aemployee on how to be more active on their job.  |           |          |          |           |          |
| 12         | Employees who abide by the workplace ethics would be able to protect and respect the organization goodwill.   |           |          |          |           |          |
| 13         | Ethics enable Employees to feel a strong alignment between their values and that of the business.   |           |          |          |           |          |
| 14         | Work ethic is integral in increased productivity and teamwork among the employees.  |           |          |          |           |          |
| 15         | Organization earns a lot of respect and cultivates a strong image in the public domain when an employee applies ethical choices.                      |           |          |          |           |          |

|    |  |           |          |          |           |          |
|----|--|-----------|----------|----------|-----------|----------|
|    | <b>RELATIONSHIP BETWEEN ETHICAL BEHAVIOUR AND ORGANIZATION</b>   |           |          |          |           |          |
| 16 | Ethics can be defined as a set of moral principle that people use to decide what is right and wrong.   |           |          |          |           |          |
| 17 | Ethics refers to moral standards which individuals have to follow for good service delivery  |           |          |          |           |          |
| 18 | Work ethics is a set of principles and practice that helps a secretary to accomplish its objective.  |           |          |          |           |          |
| 19 | A Code of Conduct can be an important step in establishing an inclusive organization but it is not a comprehensive solution on its own.                    |           |          |          |           |          |
| 20 | A Code of Conduct applies the Code of Ethics to a host of relevant situations.   |           |          |          |           |          |
|    | <b>CHALLENGES OF WORK ETHICS.</b>  | <b>SA</b> | <b>A</b> | <b>D</b> | <b>SD</b> | <b>U</b> |
| 21 | Without adopting ethical standards in an organization resources are bound to be wasted.  |           |          |          |           |          |
| 22 | When a secretary fails to apply work ethics, achieving goals are made impossible.  |           |          |          |           |          |
| 23 | An organization may lose its valuable customers if the secretary does not adopt work ethics in the delivery of service.                                    |           |          |          |           |          |
| 24 | In this 21 <sup>st</sup> century any secretary that does not apply work ethics will find it difficult in delivering good service to clients and customers. |           |          |          |           |          |
| 25 | Unethical secretaries always finds it difficult to get things done at the appropriate time.  |           |          |          |           |          |