



St. Mary's University

School of Business (SMU-SGS)

**ASSESSMENT ON EMPLOYEES WORK ETHICS AND CULTURE IN ETHIOPIAN
ROAD AUTHORITY**

BY

ISRAEL BEGASHAW

ID NO SGS/0124/2010A

ADDIS ABABA, ETHIOPIA

2020

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**A Thesis Submitted to St. Mary's University School of Graduate Studies as Partial
Fulfillment to the Requirements of Masters of Business Administration (MBA) in General
Management**

ADVISOR: BELETE MEBRATU (PROFFSOR)

ADDIS ABABA, ETHIOPIA

2020

DECLARATION BY THE STUDENT

I hereby declare that this work entitled “*Assessment On Employees Work Ethics and Culture in Ethiopian Road Authority*” is my own work and that, to the best of my knowledge and belief, it has not been submitted partially or in full for an award of degree in any other university, institution and in Ethiopian Road Authority, except where due acknowledgment has been made in the text.

Israel Begashaw

Candidate’s Name

Signature

Date

Certification

This is to certify that the thesis prepared by Israel Begashaw: — Assessment On Employees Work Ethics and Culture in Ethiopian Road Authority” and submitted in partial fulfillment of the requirements for the degree of Master of Business Administration in General Management complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

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List of acrimony

ERA Ethiopia Road Authority

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Abstract

Ethics is a very essential concept that defends oneself as an individual, society and culture in organization. In Ethiopian road authority ethical braches are becoming common. This research examines employee work ethics and culture in Ethiopia Road Authority. The objective of the research is to investigate the existing ethical situation in the organization that has become culture of the Ethiopian Road Authority (ERA) and recommend useful and improved ways of the ethical treatment in the organization. To achieve this objective, the research focuses on the ethical issues existing in the organization and unethical behavioral in workplace, value and beliefs of the organizations. The study used a mixed research method and descriptive research design. Using random sampling technique 376 employees and, 32 team leaders was chosen and by using survey method the data was collected and analyzed. The study shows ethical and behavioral issues exist in the culture of the organization. The result of the unethical issues results shows if there is the occurrence of the phenomenal such as favoritism, abuse of power and discrimination which appeared to be are the highest. Following second are being late, absenteeism, misusing internet, unethical communication, being irresponsible and dishonesty exist in different levels, as well. In general the data clearly shows show, there is a great deal of work to be done on work ethics and the culture of the organization because the work ethics is proven to be determining factor on the culture of the organization.

Keywords: work ethics, culture

CHAPTER ONE: INTRODUCTION

In this part of the study, background of the study which describes the concept of work ethics and organizational culture; statement of the problem describing research gap, research question, objective, significance, scope; limitations of the study and operational definitions of the key terms are included.

1.1 Background of the Study

As Aristotle said, “Human beings are social animal” So, we communicate from a simple to encrypted messages In doing of these, interactions with others is very necessary and these phenomena can be revealed when people interact with each other at home, on the Streets and within organizations. In work place their interaction manifests their behavior and their behavior is derived from their beliefs of their own moral ethics that leads to their work ethics in their organization.

Ethics is a field of philosophy that involves the studies of human behavior, in relations to what is expected of him/her by others (Malloy, 2003) and because we are interested in him/her work, it involves what is expected of him/her when performing his/her duties at work. Work ethics are the standards of behavior that guide individual workers in their work and in relationship with fellow workers, customers and other economic agents (competitors, shareholders, suppliers, dealers, etc.). These ethics guide the thinking and decision making with respect to what is good and what is bad (Grace & Cohen 2005). The traditional work ethic stresses that, work is inherently good and by working hard one can overcome obstacles and succeed in life (Yoder & Stau dohar, 1982). It is conceived as people’s orientation to and expectation from work as informed by their convictions (Fajana,2006) opine that, it consists of those principles and practices that are concerned with morals and good conducts in industrial life. Thus, work ethics represent what should or should not be done at work.

Culture human beings tend to develop common understanding and beliefs as long as they interact with each other for a common purpose. This common understanding and beliefs are to which the term organizational culture usually refers to. Most formally organizational culture consists of the shared beliefs, values and assumptions that exist in the organization (Saks 2005). He further describes the term as these shared beliefs, values, and assumptions determine the norms that develop and the patterns of behavior that emerge from these norms. As per the above definition, it can be understood that organizational culture refers to the general understanding and kind of agreement that is shared by the different members of an organization. Organizational culture has been defined by different scholars. For example, Organizational culture has been defined by Nazir and Zamir (2015) as the combination of 3 expectations of organizations, experience, philosophy, and values. A more in-depth definition of organizational culture was given by Schein (2004) which is organizational culture is a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and therefore, to be taught to new members as the way to perceive, think, and feel in relation to those problems. According to Dave and Ulrich (2010), Organizational culture comprises the unwritten customs, behaviors, and beliefs that determine the “rules of the game” for decision making, structure, and power. It is based on the shared history and traditions of the organization combined with the current leadership values. In effect, culture dictates the way we do business and the organizational survival tactics that facilitate assimilation and personal success. Based on the above definitions, we can generalize that organizational culture is a kind of phenomena that tend to emerge and develop amongst people of the same organization due to their day to day interaction.

Employee’s work ethics in their day to day activities becomes the culture of the organization in time. In Ethiopian road authority ethical beaches are occurring in these phenomena there are ethical issues mainly absenteeism, time management, discrimination, harassment, misusing of company’s internet and freedom of work.

1.2 Statement of the problem

Since Ethiopian Road Authority (ERA) is a Federal Road Authority, under the Ministry of Transport, Development the management of major highways and link roads is the responsibility of the ERA. Regional or rural roads are developed and administered by the respective regional government through the Rural Roads Authority (RRA). City councils and municipalities manage the road network within their jurisdictions. The ERA provides technical assistance to all of them, especially in the fields of contract administration and planning. The geographical organization of the ERA constitutes (10) road network management directorates. They are accountable for the maintenance of the main road network. Regional roads management will be implemented by the administrative leadership of the regional governments in consultation with the Rural Road Authorities (RRAs) as implementing bodies.

It is therefore essential for the Authority to regularly assess employee's work ethics and the culture so that timely strategies will be formulated and implemented. Furthermore, quality, satisfaction and trust in its services have become a priority area in the minds of both its customers and stakeholders. The authority shares these concerns and is keen to develop quality of services, customer satisfaction and trust.

Since a research has never been done regarding employee's work ethics and culture investigating the ethical issues, unethical behavior among employees, and traits also the culture in the organization may play great significance in finding solutions after fully understanding the existing situation and trends of occurrence. ERA is large organizations that have a vast line of works and composed of many employees. Hence in their line of work, there are ethical threats that are growing and becoming a trend and eventually revealed as a culture of the organization.

1.3 Research question

The research questions that will be addressed in this study are:-

1. What are the ethical issues exist in the organization?

2. What are the causes for existing unethical behavior in work?
3. What type of behavioral traits exists in the organization?
4. What are the values, beliefs and culture of the organization?

1.4 Objectives of the study

1.4.1 General Objective

The major objective of this study is to investigate the existing ethical situation in the organization that has become culture of the ERA and recommend useful and improved ways of the ethical treatment in the organization.

1.4.2 Specific objectives

In order to achieve the general objectives of the study in detail, the research has addressed the below specific objectives

- To investigate ethical issues exist in the organization.
- To identify causes for existing unethical behavior in work.
- To describe behavioral traits exists in the organization.
- To describe the values, beliefs and culture of the organization.

1.5 Definition Term

Work Ethics is a set of values based on the moral virtues of hard work and diligence. It is also a belief in moral benefit of work and its ability to enhance character. An example would be the protestant work ethic or East Asian work ethic. A work ethic may include being reliable, having initiative or maintain social skills.

Organizational culture: is a common understanding that encompasses shared assumptions, beliefs, values and norms that creates an environment influence the behavior and interaction of the members of the organization. It includes the vision, standard and the way of doing things in the organization.

1.6 Significance of the study

This study largely benefit ERA and other governmental and non-governmental institutions by creating awareness of the ethical situation in the organization and serves as a benchmark and motivation in making of ethically governed organization and a suitable environment to work for its employee and to build a favorable culture . It will provide empirical evidence to develop an appropriate ethically shaped policy and regulations also sketch a strategy for implantation. Furthermore it will provide the bases for other academic purposes.

1.7 Scope of the Study

The study is limited in ERA head office .Conceptually this study will focus on the work ethics of employees and their trends that have become the organizational culture of ERA. The target population is limited to its employees .The study is conducted in the time laps from November, 2019 until June, 2020 this includes the time from the data collection to report writing of the study.

1.8 Organization of the study

This study is organized in five chapters. The first chapter includes background of the study which describes the concept of work ethics and organizational culture, statement of the problem describing research gap, research question, objective, significance and scope, limitations of the study and operational definitions of the key terms are included. In the second chapter theoretical and empirical literatures are reviewed and conceptual framework is developed. After the literature review in chapter three the research methodology is described which includes types and approaches of research design, sampling and sample design, types, sources and methods of data collection, methods of data analysis. In the fourth chapter, data analyses, finding, interpretation and summary are included and in the last chapter conclusion and recommendation are discussed.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

This unit deals with theoretical literature review with definition of work ethics and theories of organizational culture; contextual issues of ethics and organizational culture, finally the theoretical literature concepts, empirical studies and conceptual framework of the study is described.

2.1. Theoretical Literature Concepts

2.1.1. Ethics:

Ethics is derived from the Greek word "ethos" which means character or custom. According to Hubert *et al.* (2007), Ethics is the collection of values and norms, functioning as standards for assessing the integrity of individual conduct. It defines what make behavior to be right or wrong (Fajana, 2006). Ethical behavior defines within a context or setting what is acceptable or not. In his earlier writings, there are four areas which ethic is usually conceptualized: Actions, the act (right, wrong, permissive), Consequences (good, bad, indifferent), Character (virtuous, vicious) and Motive (goodwill, evil will) (Pojman, 1990)

It is the discipline that examines one's moral standards or the moral standards of a society. It asks how these standards apply to our lives and weather these standards are reasonable or unreasonable i.e., whether they are supported by good reasons or poor ones. Therefore, a person starts to do ethics when he or she takes that moral standards absorbed from family, churches, and friends and asks: what do these standards imply for the situations in which I find myself? Do these standards really make sense? What are the reasons for or against these standards? Why should I continue to believe in them? What can be said in their favor and what can be said against them? Are really reasonable for me to hold are their implications (Pojman, 1990)

2.1.2. Morality and moral standard

Morality refers to concerning right and wrong, good and bad beliefs that can include judgments, values, and principle of one self. They help guide our actions, define our values and gives us reconfirm being the persons we are (Vaughn, 23008p.3). Moral standards have relation with principles; because moral principles are derived from moral standards. Since it involves in evaluation what is right and wrong it has a relation to moral judgment and moral rule. Nevertheless, moral standards have their own features. i.e., a moral standard furnishes a criterion to determine what makes an action right and wrong. Instead of referring to an individual action or even a class of actions designates characteristics that all right action must have. (Moral Philosophy 2nd edition (Walelgn Emiru, 2012)

2.1.3. Moral principle

Moral principle is a fundamental proposition considering self-evident on which further reasoning or belief is based on the identity of a person. Ethics implies conformity with an elaborated idea code of moral principles set out in a book on ethics or in a professional ethics. Moral principles can serve as the basis for moral judgment for example, if we set a moral principle “it is wrong to pay or accept bribes” then anybody that is paying for an officer or a jugged to get favor from a person for special consideration is morally wrong. (Moral Philosophy 2nd edition (Walelgn Emiru, 2012)

2.1.4. Terms for ethical decision making

People pass decisions on ethical matters in many ways. We used to say ‘it is unfair’, when we experience inappropriate treatment, when we are denied our due share or when we are not receiving something that we deserve. Although, there are various ways for evaluating human conduct, ethics (moral philosophy) widely use normative moral judgment as well as for meta- ethical analysis. The problem however, is that people are confused to distinguish right from good, good from virtue, or bad from wrong ,bad from evil, etc. .(Moral Philosophy 2nd edition (Walelgn Emiru, 2012)

2.1.5. Professional ethics and codes of conduct

Mostly professional ethics refers to code of conduct of professional workers that guides their conduct while they are delivering professional services to the people. Each profession is organized to serve the public with its special knowledge guided by moral ideas. The code of ethics of professionals are belief statements and commitments that professionals promised to realized it while providing service to society at an time- including in uncomfortable conditions. They are special standards that impose moral obligation on profession works. .(Moral Philosophy 2nd edition (Walelgn Emiru, 2012)

2.2. Work Ethics

Work ethic is a set of values based on the moral virtues of hard work and diligence. It is also a belief in moral benefit of work and its ability to enhance character. An example would be the protestant work ethic or East Asian work ethic. A work ethic may include being reliable, having initiative or maintain social skills.

The concept of ‘work’ is central to this review. It is a universal phenomenon which varies in usage from formal activities to informal activities whether in the primitive to the contemporary sense. Such definitions have distinct work from other activities as play, recreation, or art (Ogunbameru, 2000). In this context, work is viewed as “a human activity directed to an object, such lecturing, producing soap,” Thus, work involves transitive activity existing for the sake of its object which intend to meet needs of people. Any physical and or/mental activities which transform natural materials into a more useful form, improve human knowledge and understanding of the world, and /or provide or distribute goods to others’ (Kuper & Kuper 1996).

Work from these views intends to serve a number of functions and these functions are for some purposes. The most obvious is the economic function of producing goods and services and in return for this exercise the employee is paid wages for doing the job right suggests that Work performance is a measure of testing how well an employee

meets the standards that are required on specific job (Dessler, (1983). Work performance is the quality and quantity of human output necessary to meet work goals agreed upon between employees and their managers (Ivancevich and Matteson, 1996).

Thus, ethics is a field that involves the studies of human behavior, in relations to what is expected of him/her by others (Malloy, 2003). Because we are interested in his/her work, it involves what is expected of him/her when performing his/her duties at work. Work ethics are the standards of behavior that guide individual workers in their work and in relationship with fellow workers, customers and other economic agents (competitors, shareholders, suppliers, dealers, etc.). These ethics guide the thinking and decision making with respect to what is good and what is bad (Grace & Cohen 2005). The traditional work ethic stresses that, work is inherently good and by working hard one can overcome obstacles and succeed in life (Yoder & Staudohar, 1982). It is conceived as people's orientation to and expectation from work as informed by their convictions opine that, it consists of those principles and practices that are concerned with morals and good conducts in industrial life. Thus, work ethics represent what should or should not be done at work (Fajana, (2006).

Historically, Ethic has a protestant origin but the historical roots of work ethics programs were originally implemented in the defense industry to help organizations comply with the increased regulation following a series of scandals. The whole idea present work as a religious and moral obligation, and is now widely used as a simplified popular version of the concept, especially in the context of explanations for employees' performance, organizational performance and productivity. In the United States, ethic was introduced and diffused by religious groups in the 1930s. The development of work ethic was aided by the country's vast natural resources and the belief in America as the land of opportunity, as well as wartime patriotism (Fajana, 2006). In Western Germany after the end of second world war, the need to survive the effect of war led to gospel of work ethics while in this part of the world, the situation is different, the quest to find the appropriate philosophical

and development paths within a minute resulted into less ethical practices and high rate of fraudulent practices (Aina, 2000). A number of divergent views have been put forward on what constitute ethical behaviors. Anstett & Guest (2007) presented four perspectives of ethical behavior which are related to this discourse.

This is represented figure 1 below:

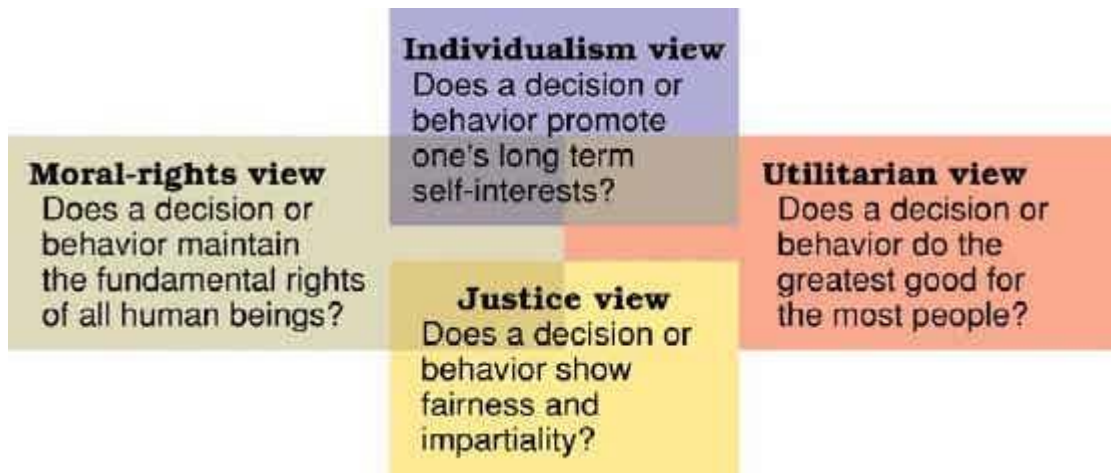


Figure 2:1: Adapted from Anstett & Guest, (2007)

The utilitarian view considered how things are done. It observes that greatest good is often delivered to the greatest number of people. It tries to assess the moral implications of decisions in terms of their consequences. While it is believed that this view can promote worker's efficiency a factor that is sine qua non for excellent performance, it can result into ignoring the rights of some individuals in the larger society. On the contrary, the individualism view is based on the belief that one's primary commitment is to the advancement of long term self-interests. If self-interest is pursued from a long term view, the argument holds that lying and cheating for short term gain should not be tolerated because if one person does it, everyone will do it, and no one's long term interest will be served. The individualism view is supposed to promote honesty and integrity but in work places it may result into 'pecuniary ethics' described by observer as the tendency to 'push the law to its outer limits'. The moral-right view established the need to respect

and protect the fundamental rights of people. The right of people to life, liberty and fair treatment must not be trampled upon. However, this right can create a too formal work setting which many scholars have criticized on the ground that it hinders efficiency. And lastly, the justice view is based on the belief that ethical decisions treat people impartially and fairly according to guiding rules and standard. This approach evaluates the ethical aspects of any decision on the degree to which it is equitable for everyone affected. Justice practice could lead to an attitude of entitlement and reduces productivity (Trivers, 1985; Tullberg, 1996; Grace & Cohen, 2005).

Considering the above positions, a number of theoretical grounds can be explored to explain the relationship between work ethics and employee's job performance. The Labor process theory which was originally formulated by Karl Marx (translated in 1976) and expanded by Newton and Findlay (1996) argued for how management can move away from the belief in work too job holders' behavior and establish control mechanisms at their disposal. According to them, management is constantly seeking ways to improve the effectiveness of control mechanisms to achieve job performance. This in a way promote what work behavior will bring about desired level of job performance in the form of work ethics.

Certain problematic areas demand proper clarification of work in terms of objectives and expectation and setting up of feedback mechanism to measure performance. This theory promotes how to ensure compliance of employees to job description, discipline, integrity, team work and quality

2.3. Major unethical behaviors in work

2.3.1. Misusing company time: Time Theft is defined as time that employees was or spend not working during their schooled work hours. This behavior is unethical as employees are compensated for this time even though they are not producing for employers. Thus they are intentionally stealing rightfully belonging to their company. In

most organizations whether it is covering for someone who shows up late or altering a time sheet, misusing company time tops the list. This category includes knowing that one of your co-workers is conducting personal business on company time (Henle, Reeves, Pitts, 2010).

2.3.2. Abusive behavior: In work places abusive power refers to a hostile verbal or nonverbal behavior (excluding physical contact) directed by one or more persons towards another that are aimed at undermine the other to ensure compliance. In many work offices are filled with managers and supervisors who use their position and power to mistreat or disrespect others. Unfortunately, unless the situation you're in involves race, gender or ethnic origin, there is often no legal protection against abusive behavior in the workplace (Adler,1989).

2.3.3. Employee theft: Employees steals form their organization because of their own finical needs. Employees steal to resolve finical difficult that have no conventional solution (e.g. drug habit, gambling}.Hollinger and Clark (1983) reported that employee theft was linked to opportunity and job dissatisfaction the form of pay inequity, whether its check tampering, not recording sales in order to skim or manipulating expense reimbursements taking unauthorized material and other employee's property without their consent (Cressey, (1953).

2.3.4. Lying to employers: A lie is an untruthful statement with the intention to deceive and gain self-benefit from the lie such as maintain a secret or reputation, protecting someone or something, or avoid punishment. The intention in this untruthful statement is to have it taken as the truth by someone else regardless of whether it is oral, written, or implied statement or incomplete statement. "A successful or unsuccessful deliberate attempt, without for warning, to create in another a belief that the communicator consider to be untrue in order to increase communicators payoff at the expenses of the other side (Gneezy, (2005, 386)

2.3.5. Misusing internet in work place: I defined as internal use that is unacceptable in term of an application, organization, or ethical conduct (Phyoetal, 2007). Employees, ex-employees and contractions increasingly succumb to e-mail phishing attacks discloses confidential business information business information, engage in excessive personal web use and commit other misuse It's a huge problem for organizations. A survey conducted recently by salary.com found that every day at least 64 percent of employees visit websites that have nothing to do with their work. Who would have thought that checking your Facebook page is becoming an ethical issue (AMA, 2007;CSI/FBI 2007; Deloitte. 2007; PWC,2007).

2.3.6. Discrimination: One of the major un ethical behaviors in work place by unjust or prejudicial treatment of different categories of people, epically on the ground of these; by race, gender , physical appearance and financial , social and psychological level (Csepli, 1997).

2.3.7. Sexual Harassment: is recognized are recognized as a form of discrimination on the grounds of sex and, thus, are contrary to principle of equal treatment between men and women. Making unwelcomed sexual advances, requests for sexual favor or other verbal or physical conduct of a sexual nature a condition of an employee (Numhauser-Henning & Laulom, 2012).

2.4. Organizational Culture

2.4.1. The Concept of Organizational Culture

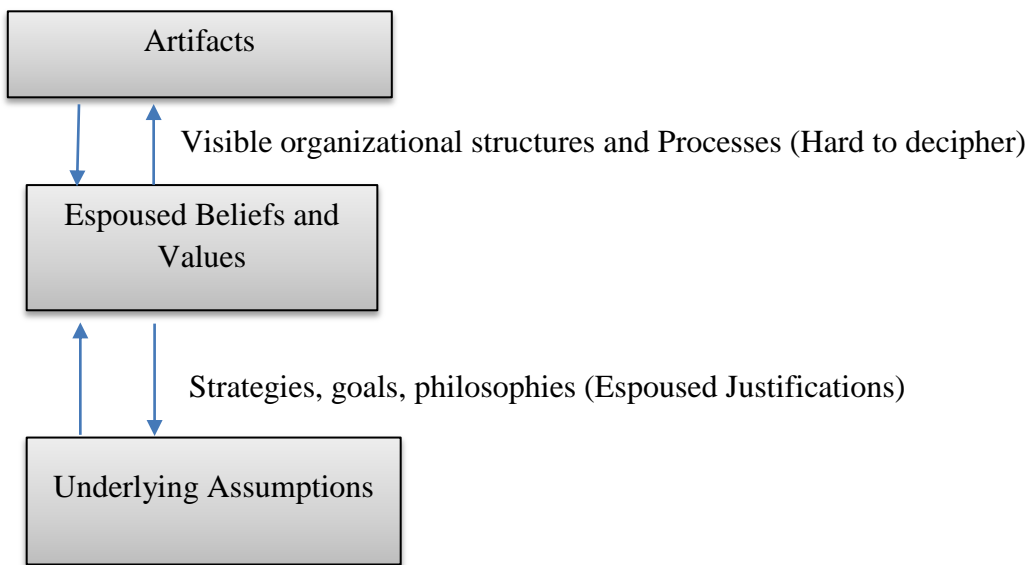
Culture human beings tend to develop common understanding and beliefs as long as they interact with each other for a common purpose. This common understanding and beliefs are to which the term organizational culture usually refers to. Most formally organizational culture consists of the shared beliefs, values and assumptions that exist in the organization (Saks 2005). He further describes the term as these shared beliefs, values, and assumptions determine the norms that develop and the patterns of behavior that emerge from these

norms. As per the above definition, it can be understood that organizational culture refers to the general understanding and kind of agreement that is shared by the different members of an organization. Organizational culture has been defined by different scholars. For example, Organizational culture has been defined by Nazir and Zamir (2015) as the combination of 12 expectations of organizations, experience, philosophy, and values. A more in-depth definition of organizational culture was given by Schein (2004) which is organizational culture is a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and therefore, to be taught to new members as the way to perceive, think, and feel in relation to those problems. According to Dave and Ulrich (2010), Organizational culture comprises the unwritten customs, behaviors, and beliefs that determine the ‘rules of the game’ for decision making, structure, and power. It is based on the shared history and traditions of the organization combined with the current leadership values. In effect, culture dictates the way we do business and the organizational survival tactics that facilitate assimilation and personal success. Based on the above definitions, we can generalize that organizational culture is a kind of phenomena that tend to emerge and develop amongst people of the same organization due to their day to day interaction.

2.4.2. Theories of Organizational Culture

Different concepts of culture, stemming from two distinct disciplines (anthropology and sociology), have been applied to organizational studies since the early 1980s. These two underlying disciplines represent different paradigms in Burrell and Morgan’s (1979) framework and have contributed to the emergence of the different theories and frameworks of organizational culture in the academic literature. He further explains that anthropology takes the interpretive view and sees culture as a metaphor for organizations, defining organizations as being cultures. On the other hand, sociology takes on the functionalist view and defines culture, as something an organization possesses. Despite the separate definitions of organizational culture, there seems to be a movement towards a general

consensus. The most widely used organizational culture framework is that of Schein (2004), who adopts the functionalist view and described culture as a pattern of basic assumptions, invented, discovered, or developed by a given group, as it learns to cope with its problems of external 13 adaptation and internal integration, that has worked well enough to be considered valid and, therefore is to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. In Schein's (2004) model, culture exists on three levels. The levels are Artifacts, Espoused Beliefs, and Values and Underlying Assumptions.



Unconscious taken-for-granted beliefs, Perceptions, Thoughts and feelings...

(Ultimate source of values and action)

Figure 2:2 Levels of Organizational Culture Source: E.H Schein, Organizational Culture, and Leadership (2004)

2.4.3. Models of Organizational Culture

2.4.3.1. Robert A. Cooke's Model of Organizational Culture

Culture According to Cooke (1987), the culture of an organization is the way employees behave in the workplace to ensure stable future and growth. He claims that the following three types of culture exist in organizations.

- A. Constructive Culture:** There are certain organizations which encourage healthy interaction amongst the employees. The individuals have the liberty to share their ideas, exchange information and discuss things to come to an innovative solution beneficial to all. Conflicts arise when employees feel neglected and are not allowed to speak their minds. A constructive culture encourages discussions; exchange of ideas amongst employees motivates the employees, and eventually extracts the best out of them. The key features of a constructive culture are an achievement, self-actualizing, encouragement and affirmative. Achievement is a constructive culture that helps the employees to achieve the targets within the stipulated time frame while self-actualizing is about the kind of culture where an employee stays motivated and realizes full potential. Encouragement, on the other hand, is about the fact that a constructive culture encourages employees to deliver their level best and strive hard for furthering the image of the organization and the affiliated feature is about employees avoiding conflicts and unnecessary disputes and promotes a positive ambiance at the workplace (Cooke, 1987).

- B. Passive Culture:** in a passive culture, the employees behave in a way contrary to the way they feel is correct and should be the ideal way and the main motive of the employee is to please the superiors and make his/her position safe and secure in the organization. In such a culture, employees unhappily adhere to the guidelines and follow the rules and regulations just to save their job. The characteristics of a passive culture are approval, conventional, dependent and avoidance. The approval

characteristics talk about the type of culture where employees cannot make decisions of their own. They need to take their supervisor's approval before implementing any idea. The conventional characteristics state that employees are bound by rules and regulations of the organization and act according to the prescribed standards only, whereas the dependent characteristics talk about the type of culture where the performance of employees is dependent on the superior's decisions and they blindly follow their boss's orders. The avoidance characteristics, on the other hand, talks about the type of characteristics where Employees tend to avoid their own personal interests, satisfaction and simply act according to the company's policies (Cooke, 1987).

- C. Aggressive Culture:** Organizations following an aggressive culture promote competition amongst the employees. They encourage the employees to compete against each other so that each one performs better than his fellow worker. In such a culture, employees seeking their colleague's assistants are often called as incompetent employees. Every individual vies for power, attention and strives hard to win appreciation. The key features of such a culture are opposition, power, perfectionist and competitive (Cooke 1987).

2.4.4. Components of Organizational Culture

According to Armstrong (2009), Organizational Culture can be described in terms of values, norms, artifacts and management style. He further explained about these components as;

- A. Values** are beliefs about what is best or good for the organization and what should or ought to happen. The “value set “of an organization may only be organized at the top level, or it may be shared throughout the business, in which case it could be described as “value- Driven” He puts the areas in which values may be expressed – implicitly or explicitly as care and consideration for people, competence,

competitiveness, customer service, innovation, performance, quality, and teamwork (Armstrong, M. 2009)

- B. Norms** Are the written rules of behavior, the “rules of the game” that provide informal guidelines on how to behave. Norms tell people what they are supposed to be doing, saying, behaving, and even wearing. According to Armstrong norms are never expressed in writing- if they were, they would be policies or procedures. He adds that they are passed on by word of mouth behavior and can be enforced by the reactions of people if they are violated (Armstrong, M. 2009).
- C. Artifacts:** Armstrong also explains about artifacts in a similar way to that of the explanation given by Schien (2004) earlier as the visible and intangible aspects of an organization that people hear, see or feel and which contribute to their understanding of the organization’s culture. But Armstrong further explains that Artifacts can include such things as the working environment, the tone, and language used in emails, letters or memos, that manner in which people address each other at meetings, in emails or over the telephone, the welcome given to visitors and the way in which telephone calls are answered. He claims that Artifacts can be very revealing (Armstrong, M. 2009).
- D. Management Style:** Management style is defined as the approach managers use to deal with people It is called “leadership style”. This can be explained in terms of charismatic or non-charismatic, autocratic or democratic, enabler or controller, transactional or transformational. The term “management style” can also refer to the overall approach an organization adopts to the conduct of employee relations (Armstrong, 2009).

2.5. Empirical studies

Ethics is a humanistic device to improve the quality of working life for police personnel (Lincoln, Travers, Ackers, & Wilkinson, 2002). In addition, it enhances the ability of an individual or group to make options and transfer those options to the required procedures and results (Alsop & Heinsohn, 2005). Indeed, a management pattern which leads to

employee motivation is the antithesis of an authoritarian management style, where supervisors make all key decisions (Gill, Flaschner, & Bhutani, 2010). Hence, employee motivation and participation flows from the general principle of participative management. Its aim is to achieve a positive link between participation of employees, job Satisfaction motivation and performance, personal commitment (Doughty & Rinehart, 2004)

In this regard, when they enjoy both the participation of employees and leader support, they regularly achieve their goals, either by improving job satisfaction or by successfully introducing a quality-enhancing innovation; addition improving employee's morale and satisfaction (Doughty & Rinehart, 2004; Vacharakiat, 2008). Previous research has shown that employee behavior is a form of freedom in which police personnel makes decisions to ensure maximum satisfaction (Hunjra, Ul Haq, Akbar, & Yousaf, 2011).

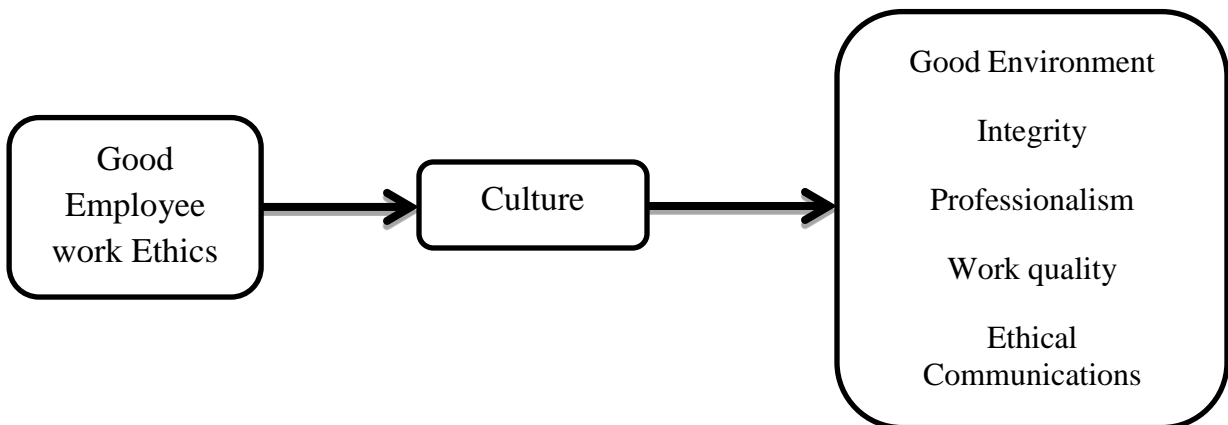
In terms of Code of Ethics Most of the studies have significant findings in ethical behavior, a few studies found that there is no significant influence on ethical behavior of code of ethics (Sims and Keon, 1999) although there are mixed results on existence of code of ethics, but most of the review concluded that code of ethics influenced ethical behavior. In organization there is large no. of studies available on code of ethics. The relationship of code of ethics and ethical behavior (Leo, Ferrell, and Mansfield, 2000) provides miscellaneous result. In 1977, Weaver and Ferrell found the existence of code of conduct and enforcement improves ethical behavior but Ferrell and Weaver (1998) argues that existence and enforcement of code of ethics has no relation with ethical conduct Thomas R. Wotruba, Lawrence B. Chonko, Terry W. Loe, 2001, investigated the role of code familiarity as a factor which impacted the manager's behavior. Peterson (2002) supports the findings and concluded that codes of ethics were associated with less observed unethical behavior. Greenberg (2002) found individuals who worked at an office with a corporate ethics program significantly less than individuals who do not work at an office with an

Organizations possessing ethical cultures create and maintain a shared pattern of values, customs, practices and expectations which dominate normative behavior in the organization. An ethical culture is associated with a structure that provides for equally distributed authority and shared accountability. It also has policies such as an ethical code of conduct that is clear, well communicated, is specific about expected procedures and practices, thoroughly understood, and enforced (Trevino et al., 1999).

2.6. Conceptual frame work

Ethics defines our character in life and justifies what we do in in our life. What make an organization are its employees. If a one's person moral standard is ethical it defines him/hers work ethics, work ethic of an employee is defined by his/her behavior in work place. If the person has good behavior it creates a pleasant environment to work and build a good relationship with co-workers and supervisors. Having these if an employee shows a bad behavior and unethical act in work, it becomes hard, and it will affect the employee itself and the organization as well.

Every organization have its own color in terms of culture what defines it is the value that upholds by its employees. If its employees are ethical and have a good behavior their values and custom will be good and will have no room for unethical behavior.



CHAPTER THREE: METHDOLOY

3.1. Research approach

In this research ERA is considered as a case organization to study, Assessment of Employees Work Ethics and Culture. The Objectives of the research is to describe the existing ethical situations and the organization culture in ERA. The study used mixed research approach to produce valuable data and conclusions. Quantitative approach is used to describe the existing situations where as, qualitative approach is concerned with subjective assessment and the characteristics of sampled employee to the targeted population.

3.2. Research Design

The study design of this research is a descriptive research. The descriptive research study enables to examine the existing situation of work ethics in the organization and its culture. The survey method was used for the data collection purpose because for this type of social research it is appropriate since it collects information from the sampled respondents and made conclusion of the problem.

3.2.1. Population and Sampling technique.

- **Population of ERA**

ERA Human Resource Information

Table 3.1: Officials Information (Higher and Middle Management)

N _o	Position	Total Number			Remark
		M	F	Total	
1	General Director	1	-	1	• Higher Management =6
2	Assistant General Director	4	1	5	• Middle Management =200

3	Director Higher Advisors	49	7	56	
4	Team Leaders	126	20	146	
Total			28	208	

Source: Human Resource Development and Management (2012 1st quarter Report)

Table 3.2: Employees Number by Gender

N _o	Occupation	Total Number			Remark
		M	F	Total	
1	Permanent	1,627	841	2,468	Includes Higher and Middle Management
2	Contract	554	277	831	
Total		2,071	1,071	3,299	

Source: Human Resource Development and Management (2012 1st quarter Report)

In this study, random samplings have been used. The total population of Ethiopia Road Authority is 3299 including officials. Out of the total permanent employees are 2468 and contract employees are 831. For this study only the permanent employees are chosen because the study includes the culture of the organization and due to some limitations only employees are randomly selected.

In the determination of the sample size Advisor and team leaders the study used Carvalho (1984) formula.

Table: 3.3 Sample size

Target Population	Sample
146	32

Source: own source 2020

In the determination of the sample size of employees, the study used solvin's formula.

With a confidence level of 95%=0.05

$$n = N / (1 + Ne^2)$$

$$n = 2468 / (1 + (2468) (0.05)^2)$$

$$n = 344$$

In total sample size of targeted population will be 376

3.2.2. Data Analysis and presentation techniques

The Research used Deceptive analysis. The analysis of data is covered by qualitative evidence from the field and the researcher is checked all questionnaires to see that they contain the required information and coded the response, Before coding the response of the open ended questions, the answers have be sorted and categorized according to their meanings, the categorized answers has been coded and entered into the computer, subsequently the data has been analyzed using the SPSS V20 software.

3.3. Descriptive analysis

Descriptive analysis techniques were used to analyze the results of descriptive statistics to describe the demographic and general results which presented by tables frequency distributions and percentages It also help to know the level of employee perception work ethics and organizational culture based on the response for each item and analyzed by comparing the mean and standard deviation score of each variable. According to Zaidaton &B. Agheri (2009) as cited in Genet Eyassu(2015) the mean score below 3.39 was considered as low, the mean score from 3.40 up to 3.79 was considered as moderate and mean score above 3.8 was considered as high as illustrated below. Therefore, this method of interpretation is used for the descriptive statistics.

Table 3.4 Mean score interpretation

Mean score	Description
<3.39	Low
3.40-3.79	Moderate
>3.80	High

Source: Genet Eyasu (2015)

3.4. Source of data

Primary data source was obtained by using questioners which is adopted and modified from previous researches particularly, single Bekele Iticha, 2015 work place ethics and other researches. Regarding on the organizational culture it has been administered on individual employees, which contains both closed ended and open ended questions The questionnaire are designed based on the research question for quantitative data the respondent have asked to indicate their level of agreement and disagreement using a five point scale (1. =Strongly Disagree 2= Disagree 3= Neutral 4=Agree and 5= Strongly Agree) about the ethical issues and organizational culture.

Interviews have been conducted with the team leaders and direct observation of the research. The data collection is qualitative in nature and coded for analysis propose.

Secondary source of data included the detailed information, books and related research about work ethic and organizational culture in ERA to supplement for the research.

3.5. Ethical consideration

The research followed ethically and morally acceptable process throughout the research process. The data was collected with full consent of the participants. In this regard, the names of the respondents were not disclosed, and information was not available to anyone. In order to safe guard the participants, the benefits of the study were also explained to the participant.

In addition, the study used proper citation, follow truthful collection and data analysis of data, maintain data confidentiality, obtained the consent of the assessment organization and staffs and keep the identity of the respondent unanimous based on their consent to meet the ethical obligations of the research.

3.6. Reliability test and validity

3.6.1. Validity

The study was done on the only ERA; therefore, the population is homogenous and helps to have a robust and valid data. All possible efforts were exerted to make the data collection instruments easily understandable by the respondent so that the intended information can be collected there by increasing trustworthiness of the ultimate findings. Validity can be also assessed using theoretical or empirical approaches. Theoretical assessment of validity focuses on how well the idea of a theoretical construct is translated into or represented in an operational measure (Anol, 2012). In this regard the validity of the current study was addressed through the review of related literatures and adapting instruments used in previous research.

3.6.2. Reliability

The study used survey questionnaire which are already tested and applied. But due to some modification on the adapted instrument to check it is understood by the respondent or not, 15 pilot tests were distributed for the selected stuffs subject matter experts This research used Cronbach's alpha which is a coefficient of reliability and as well different literatures into account to test the reliability such as Alwadaei (2010), Filed (2005), and Kothari (2004).

Table 3.5 Reliability test

Variables	Number of items	Cronbach's alpha
Personal ethical view	2	0.824
Code of ethics View	9	0.747
Unethical conduct Question	8	0.722
Major Characteristics of ERA	4	0.797
Leadership of ERA	2	0.807
Management of ERA	2	0.714
Strategic Emphasis	10	0.855
Ethics and Culture of ERA	3	0.777
All Measurements items	37	0.809

Source: own source 2020

As indicated (3.1) the Cronbach 'Alpha test reveals that the instrument's internal consistency as 80.9 % which is well above the acceptable value(i.e70%).Therefore, the research instrument is reliable, and the forthcoming findings and conclusions are acceptable and concert.

CHAPTER FOUR: PRESENTATION, ANALYSIS AND INTERPETATION

This chapter is focused on data analysis which mainly includes tests such as descriptive statistics for testing employee background information. This research used SPSS V20 for analyzing data and finally the summary of analysis were presented.

4.1. Response rate of respondents

344 (three hundred and forty-four) structured questionnaires were distributed to the employees of Ethiopian Road Authority Head office in Addis Ababa City, Ethiopia and 309 questionnaires were returned which is 90% response rates. Therefore, this analysis was based on the collected questionnaire.

4.1.1. Background Information of Respondents

Table 4.1 Background Information of Respondents

S/n	Description	Frequency	Percent	
1	Gender of Respondents	Male	199	64.4
		Female	110	35.6
2	Age of Respondents	20- 25 years	39	12.6
		26-35 years	261	84.5
		36-45 years	4	1.3
		46 and above	5	1.6
3	Marital status of Respondents	Single	230	74.4
		Married	74	23.9
		Divorce	5	1.6
4	Educational Level	Secondary Education (9-12)	0	0
		Certificate	2	.6
		Diploma	5	1.6
		BA/BSC	215	69.6

		Masters	87	28.2
5	Work Experience	1-5 years	241	78.0
		6-10 years	40	12.9
		11-15 years	18	5.8
		>15 years	10	3.2

Source: own survey 2020

The above table 4.1 describes the background of respondents participated in the study; mainly gender of respondents, age of respondents, marital status of respondents, and educational level of respondents and work experience of respondent.

Regarding gender of respondents as shown in table 4.1 item number one 199 (64.4%) of respondents were males and 110 (35.6%) of respondents were females. Which implies that the proportions of male employees are somehow larger than female's employees in the sampled organization which is EAR.

In addition regarding age of respondents among the total respondents 39 (12%) of respondents were under 25 years, 261 (84.5%) respondents were between 26-35 years, 4 (1.3%) were in the range of 36-45 years and 5 (1.6%) of respondents were above 46 years as presented in the above table item number two. This implies that the majority of employees are under the age of 26-35 year in the sampled organization ERA. In addition this indicates that most of employees are in the youngest age group which may help the employees to cope up with organizational change initiatives.

In the above table 4.1 marital status of respondents shown in item three of the above table 4.1; 230(74.4%) of respondents are single and 74 (23.9.7%) of respondents are married and 5 (1.6%) of respondent are Divorce. This implies that the majority of employees in the ERA are unmarried.

The fourth item in the above table 4.1 the respondents educational level is presented; among the total respondents 0 (0%) of respondents are Secondary Education (9-12), 2 (6%) are Certificate holders, 5 (1.6%) of respondents are diploma holders, 215 (69.6%) of respondents are BA/BSC holder and the rest of respondents are master’s degree holders which is 87 (28.2%). This indicates that the majority of employees of ERA is BA/BSC degree holders and implies that most of the employees in the organization are educated so it may help to increase the performance of organization.

The last item of the above table 4.1 the working experience in ERA of the respondents is shown that 241(78.8%) of respondents has 1-5 years working experience in the organization, 40 (12.9%) of respondents has 6-10 years working experience in the organization, 18 (3.8%) of the respondents has 11-15 years working experience in the organization and the rest 10 (3.2%) of respondents has more than 15 years working experience in the organization. This indicates that most of the employees of ERA have 1-5 years working experience with the organization.

4.2. Descriptive statistics

4.2.1. Frequency and Mean of Respondent

4.2.2. Ethical questions

4.2.2.1. Personal ethical question

Table 4.2

	Questions	SD		D		N		A		SA	
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
1	Do you think you have an ethical moral standard	17	5.5	-	-	20	6.5	139	45	133	43
2	Ethics is very important in organization	18	5.8	-	-	5	1.6	35	11.3	251	81.2

Source: own survey 2020

As it has been indicated in the above table 5.5% (17) strongly disagree, 6.5 (20) neutral, 45% (139) agree and 43% (133) strongly agree having an ethical moral standard. Regarding the importance of ethics in an organization 5.8% (18) strongly disagree, 1.6% (5) neutral, 11.3% (35) agree and 81.2% (251) strongly agree.

Table 4.3

Items requested	Mean	Std. Deviation
Do you have an ethical moral standard	4.2006	0.97628
Ethics is Very important in organization	4.6214	0.98479
Average mean value	4.411	0.980535

Source: own survey 2020

Table shows that the respondents' perception agreed with the given statements under personal ethical view the items mean values ranging from 4.20 to 4.62 with the average value of 4.41 and standard deviation ranging from 0.976 to 0.984 with the average value 0.980. Such result indicates there is a high agreement between respondents on personal ethical view items. As per the response the study tries to check the personal view of ethics on the points like having an ethical moral standard and the importance of ethics to an organization.

4.2.2.2. Code of ethical view of the organization

Table 4.4

	Questions	SD		D		N		A		SA	
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
1	The organization have a written code of Ethics	47	15.2	58	18.8	91	29.4	72	23.3	41	13.3

2	The organization written code of Ethics is available for employees	91	29.4	105	34	78	25.2	25	8.1	10	3.2
3	The ethical code of the organization is applied regularly and fairly	47	15.2	58	18.8	91	29.4	72	23.3	41	13.3
4	The organization has procedures of reporting unethical behavior	91	29.4	105	34	78	25.2	25	8.1	10	3.2
5	Ethical issues of right and wrong are discussed in staff meeting	47	15.2	58	18.8	91	29.4	72	23.3	41	13.3
6	The officials of the organization demonstrate high ethical standard	91	29.4	105	34	78	25.2	25	8.1	10	3.2
7	The organization has a strict measure to punish those who demonstrate unethical behavior	47	15.2	58	18.8	91	29.4	72	23.3	41	13.3
8	There had been unethical action happen in the organization?	91	29.4	105	34	78	25.2	25	8.1	10	3.2
9	The organization gives training about Work Ethics	47	15.2	58	18.8	91	29.4	72	23.3	41	13.3

Source: own survey 2020

As it has been indicated in table above perspective 3.2% of the respondents have strongly disagreed and 1.3% disagreed to the statement that asked their level of agreement ERA has a written code of ethics while the rest 41.1% of the respondents have agreed and 32.4% strongly agreed. 10% of the respondents have strongly disagreed, 19.1% disagreed 27.2% neutral, 25% agree and 17.5% strongly agree that the organization written code of Ethics is

available for employees to the statement that asked their level of agreement the organization written code of Ethics is available for employees.8.7% strongly disagree, 23% disagree, 33.7% neutral 26.5% agree and 8.7% strongly agree to statement The organization has procedures of reporting unethical behavior. 4.9% of the respondent strongly dis agree , 20.7% disagree, 33.4% neutral and 37.7 agree and 3.2 strongly agree to the statement Ethical issues of right and wrong are discussed in staff meeting.10.4% strongly disagree, 12% disagree, 45.3% neutral, 29.1% agree and 3.2% strongly agree to the officials of the organization demonstrate high ethical standard.48.7% strongly disagree 13.3% disagree, 48.9% neutral, 19.4 agree and 9.7% strongly agree to the organization have a strict measures to punish those who demonstrate unethical behavior.8.7% of the respondent strongly disagree, 17.5 disagree , 24.3% neutral 41.4% agree and 7.1% strongly agree there had been unethical action happen in the organization?11% of the respondents strongly dis agree, 16.2% dis agree, 24.3% neutral, 41.4% agree and 7.1% strongly agree to the statement the organization gives training about work ethics.

Table 4.6

Item Requested	Mean	Std. Deviation
The organization has a written code of ethics	3.9806	0.94299
Written code of ethics is available for employees	3.2006	1.23472
Ethical code is applied regularly and fairly	3.0356	1.09100
Procedures of reporting unethical standard	2.9288	0.99092
Ethical issues of right and wrong are discussed in staff meeting	3.1392	0.94494
Officials demonstrate high ethical standard	3.0291	0.97823
The organization have a strict measure to punish who demonstrate unethical behavior	3.0809	1.03035
There had been unethical action happened in the organization	3.0518	1.01478

The organization gives training about work ethics	3.1748	1.12896
Average mean value	3.1802	1.03966

Source: own survey 2020.

Table 4.3 shows that the mean of the respondent's perception to the statement of organization ethical code view are ranging 2.92 to 3.98 with the average 3.18 a standard deviation ranging from 0.942 to 1.234 with average 1.039. This indicates a low agreement among respondents about organizational ethic and code. On the response having organizational ethical code, written code of ethics is available for employees, and ethical code is applied regularly and fairly, Procedures of reporting unethical standard and Ethical issues of right and wrong are discussed in staff meeting, Officials demonstrate high ethical Standard and the organization have a strict measures to punish who demonstrate unethical behavior There had been unethical action happened in the organization and the organization gives training about work ethics.

4.2.2.3. Unethical issues

Table 4.6

	Questions	SD		D		N		A		SA	
		Ferq	%	Ferq	%	Ferq	%	Ferq	%	Ferq	%
1	Abuse of power exists in your organization	47	15.2	58	18.8	91	29.4	72	23.3	41	13.3
2	Absenteeism exists in your organization	91	29.4	105	34	78	25.2	25	8.1	10	3.2
3	Miss using internet exists in your organization	47	15.2	58	18.8	91	29.4	72	23.3	41	13.3
4	Sexual Harassment exists in your organization	91	29.4	105	34	78	25.2	25	8.1	10	3.2

5	Being late is common in your organization	47	15.2	58	18.8	91	29.4	72	23.3	41	13.3
6	Favoritism exists in in your organization	91	29.4	105	34	78	25.2	25	8.1	10	3.2
7	Discrimination exists in your organization	47	15.2	58	18.8	91	29.4	72	23.3	41	13.3
8	Miss using Companies time is common in your organization	91	29.4	105	34	78	25.2	25	8.1	10	3.2

Source: own survey 2020

As it is indicated the above table it contains unethical issues 11.3% strongly dis agree ,21% disagree, 32.4% neutral, 24.9% agree and 10.4% strongly agree responded to the statement abuse of power exists in the organization.11% strongly dis agree, 19% disagree, 31.4% neutral, 30.7% agree and 7.3% strongly agree responded to the statement Absenteeism Exists in your organization.15.2% strongly disagree, 18.8% disagree ,29.4% neutral, 23.3% agree and 13.3% strongly agree with the statement miss using internet exists in your organization. 29.4% strongly dis agree 34%4 disagree, 25.2 neutral 8.1 agree and 3.2 strongly agree to the statement sexual harassment.12.9% strongly disagree 35.3% disagree, 14.9% neutral 28.8% agree 8.1% strongly agree to the statements being late is common in your organization. 11.3% strongly disagree 22% disagree, 23.6% neutral 27.5 agree 15.5% strongly agree to the statement Favoritism exists in in your organization.14.2% strongly disagree 29.4% disagree, 22% neutral 22.7 agree 11.3% strongly agree to the statement Discrimination exists in your organization. 18.1 strongly disagree 29.4 disagree 33.7 neutral 12.9 agree 5.8 strongly agree to the statement Mis using Companies time is common in your organization.

Table 4.8

Item Requested	Mean	Std. Deviation
Abuse of power Exists in the organization	3.0194	1.15360
Absenteeism exists in the organization	3.0388	1.11590
Misusing internet exists in the organization	3.0065	1.25096
Sexual harassment exists in the organization	2.2395	1.08454
Being late is common in your in the organization	2.8382	1.20861
Favoritism exists in your organization	3.1392	1.24710
Discrimination exists in your organization	2.8770	1.23967
Misusing company's time is common in your organization	2.5890	1.10313
Average mean value	2.8434	1.17544

Source: own survey 2020

As per the Table 4.5 shows the mean value of unethical issues ranging between from 2.23 to 3.13 with an average mean value of 2.84 and standard deviation 1.084 to 1.244 with an average standard deviation of 1.174 this indicates there a low agreement among respondents. On the other hand, there is some agreement to Abuse of power, Absenteeism, Misusing using internet, Sexual harassment, being late is common, Favoritism exists, Discrimination exists and Misusing Company's time.

4.2.3. Open questions of unethical behaviors occurrences

Table 4.8

List unethical actions happened in ERA	Frequency	Percent
Favoritism, Abuse of Power, Discrimination	154	49.8

Being late, Absenteeism, miss using internet	101	32.7
Employee theft, misusing property eras	35	11.3
Un ethical communication, being irresponsible, Dishonesty	16	5.2
I have not seen	3	1.0
Total	309	100.0

Source: own survey 2020

In this section the statement respondent were asked to list unethical actions in order to analysis it was categorized in to 4 sections as it is shown on the table the study used this system to get deep response because in the questions respondents tend to be neutral. 49.8% of the respondent listed to the 1st category, 32.7% to the 2nd, 11.3% to 3rd, 5.2% to the 4th and 1 % the last. This indicates all this exists in different levels according to the respondent. As it is indicated all these threats exists in different level and ways. Favoritism, Abuse of Power and Discrimination are the highest. Following second are being late, absenteeism and misusing internet and unethical communication, being irresponsible and dishonesty.

4.2.4. Organizational culture

4.2.4.1. Major characteristics of ERA

Table 4.9

	Questions Major characteristics of ERA	SD		D		N		A		SA	
		Freq	%	Freq	%	Freq	%	Fre q	%	Freq	%
1	Is the organization environment like a family? People seem to share a lot of them self	47	15.2	58	18.8	91	29.4	72	23.3	41	13.3
2	The organization is a very dynamic place. People will	91	29.4	105	34	78	25.2	25	8.1	10	3.2

	take risk										
3	The organization have a very controlled and Structured place	47	15.2	58	18.8	91	29.4	72	23.3	41	13.3
4	Is the organization is result oriented?	91	29.4	105	34	78	25.2	25	8.1	10	3.2

Source: own survey 2020

As it is indicated the above table it contains organizational culture 7.4% strongly dis agree ,9.1% disagree, 29.6% neutral, 41.1% agree and 16.8% strongly agree responded to the statement of Is the origination environment like a family? People seem to share a lot of them self. 2.9% strongly dis agree, 12.9% disagree, 31.3% neutral, 45% agree and 12.6% strongly agree responded to the statement of The organization is a very dynamic place. People will take risk, 1.6% strongly dis agree 13.3% disagree, 20.7% neutral, 51.1% agree and 12.8% strongly agree responded to the statement of The organization has a very controlled and Structured place, 9.4% strongly dis agree ,8.1% disagree, 26.6% neutral, 48.1% agree and 7.8% strongly agree responded to the statement of Is the organization is result oriented?

Table 4.10

Item request	Mean	Std. Deviation
Organization environment like family?	3.5081	1.10376
The organization is very dynamic place.	3.4110	.90955
The organization have a very controlled and Structured place	3.6052	.92552
Is the organization is result oriented	3.3689	1.05674
Average mean value	3.4733	0.99889

Source: own survey 2020

As per the Table 4.5 shows the mean value of organizational culture issues ranging between from 3.36 to 3.6 with an average mean value of 3.47 and standard deviation 0.909 to 1.103 with an average standard deviation of 0.998 this indicates there a moderate agreement among respondents. On the other hand there is some agreement to a moderate agreement to the statements of Origination environment like family, The organization is very dynamic place, The organization has a very controlled and structured place and Is the organization is result oriented.

4.2.4.2. Leadership of ERA

Table.4.11

	Questions Leadership of in ERA	SD		D		N		A		SA	
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
1	The Leadership of the organization can be considered exemplary monitoring and facilitating	10	3.2	46	14.9	64	20.7	164	52.4	27	8.7
2	The organization leadership is innovative	26	8.2	47	15.2	99	32	114	36.9	23	7.4

Source: own survey 2020

As it is indicated the above table it contains Leadership 3.2% strongly dis agree ,14.9% disagree, 20.7% neutral, 52.4% agree and 8.7% strongly agree responded to the statement of The Leadership of the organization can be considered exemplify monitoring and facilitating? 8.2% strongly dis agree, 15.9% disagree, 32% neutral, 36% agree and 7.4% strongly agree responded to the statement of The organization is a very dynamic place.

Table 4.12

Item request	Mean	Std. Deviation
Leadership of the organization can be considered exemplify monitoring and facilitating	3.4854	.95887
The organization leadership is innovative	3.1974	1.05830
Average mean value	3.3414	1.00858

Source: own survey 2020

As per the Table 4.5 shows the mean value of leadership of ERA ranging between from 3.19 to 3.48 with an average mean value of 3.34 and standard deviation 0.958 to 1.058 with an average standard deviation of 1.008 this indicates there a low agreement among respondents. This shows the leadership style does not exemplify monitoring and facilitating, innovative and motivation. This leads employees to have a low motivation to work these sets not only the work but also their value in the organization.

4.2.4.3. Management of ERA

Table 4.13

	Questions Major Management ERA	SD		D		N		A		SA	
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
1	The management of the organization is characterized by teamwork, consensus and participatory	10	3.2	31	10	59	19.1	162	52.4	47	15
2	The management of the organization is characterized by individual risk taking,	20	6.5	48	15.5	115	37.2	103	33.3	23	7.4

	innovation, freedom, and uniqueness										
3	The management of the organization is characterized by high driving competitiveness, high demand achievement	10	3.2	46	14.9	94	360.4	142	46	17	5.5
4	The management of the organization is characterized by security of employment, conformity, predictability and stability in relationship	7	2.3	60	19.9	113	36.6	105	34.0	22	7.1

Source: own survey 2020

As it is indicated in table respondents were asked their level of agreement to the questions indicated with regard to employees' perspective in view on the management the first statement 3.2% strongly disagree, 10% disagree, 19.9% neutral, 52.4% agree and 15.2% strongly agree to the first statement of The management of the organization is characterized by team work, consensus and participatory. 6.5% strongly disagree, 15.5% disagree, 33.3% neutral, 7.4% agree and 15.2% strongly agree to the management of the organization is characterized by individual risk taking, innovation, Freedom, and uniqueness. 3.2% strongly disagree, 14.9% disagree, 30.4% neutral, 46% agree and 5.5% strongly agree to the first statement of the management of the organization is characterized by high driving competitiveness, high demand Achievement. 2.3% strongly disagree, 19.9% disagree, 36.6% neutral, 34.6% agree and 7.1% strongly agree to the first statement of the management of the organization is characterized by security of employment, conformity, predictability and stability in relationship.

Table 4.14

Item requested	Mean	Std. Deviation
Management of organization is characterized by team work, consensus and participatory	3.6634	.96193
Management of organization is characterized by individual risk taking, innovation, Freedom and uniqueness	3.1974	1.00479
Management of organization is characterized by high driving competitiveness, high demand achievement	3.3560	.91318
Management of organization is characterized by security of employment, conformity, predictability and stability in relationship	3.2492	.92549
Average mean value	3.3665	.95135

Source: own survey 2020

As per the Table 4.5 shows the mean value of management of ERA's employee of ERA's ranging between from 3.19 to 3.66 with an average mean value of 3.36 and standard deviation 0.925 to 1.004 with an average standard deviation of 0.951 this indicates there a moderate agreement among respondents. The management of the organization needs an improvement.

4.2.4.4. Strategic emphasis

Table 4.15

	Questions	SD		D		N		A		SA	
		Freq	%	Freq	%	Fre q	%	Freq	%	Fre q	%
1	The organization emphasizes human development. High trust, openness, and participation.	20	19.7	61	19.7	59	19.1	153	49.5	16	3.2

2	The organization emphasizes on employees' job satisfaction	35	11.3	97	31.4	73	23.6	91	29.4	13	4.2
3	The organization emphasizes on employees' complaints	15	4.9	133	43	87	28.2	70	22.7	4	1.3
4	The organization emphasizes on merit promotion	29	9.4	75	24.3	101	32.7	96	31.1	8	2.6
5	The organization have health insurance	14	4.5	35	11.3	49	15.9	186	60.2	25	8.1
6	The origination has a great trust in its employee	9	2.9	48	15.5	95	30.7	142	46	15	4.9
7	The organization emphasizes on employee's character building	11	3.6	51	16.5	103	33.3	120	38.8	24	7.8
8	The organization emphasizes on value setting (honesty and integrity)	12	3.9	41	13.3	66	21.4	170	55	20	6.5
9	The organization emphasizes on customer service quality	15	4.9	9	2.9	65	21	179	57.7	41	13.3
10	The organization emphasizes on employee incentives	75	24.3	59	19.1	53	17.2	111	35.9	11	3.6

Source: own survey 2020

As it is indicated the above table it contains strategic emphasis of era 19.7% strongly disagree, 19.7% disagree, 19.1% neutral, 49.5% agree and 3.2% strongly agree responded to the statement of the organization emphasizes human development. High trust, openness, and participation. 11.3% strongly disagree, 31.4% disagree, 23.6% neutral, 29.4% agree and 4.2% strongly agree responded to the statement The organization emphasizes on employees job satisfaction. 4.9% strongly disagree, 43% disagree, 28.2% neutral, 22.7% agree and 1.3% strongly agree with the statement The organization emphasizes on

employees complaints.9.4% strongly dis agree 24.3% disagree, 32.7 neutral 31.1 agree and 2.6 strongly agree to the statement The organization emphasizes on merit promotion. 4.5% strongly disagree 11.3% disagree, 15.9% neutral 60.2% agree 8.1% strongly agree to the statements of the organization have health insurance.2.9% strongly disagree 15.5% disagree, 30.7% neutral 46 agree 4.9% strongly agree to the statement of the origination have a great trust in its employee.3.9% strongly disagree 16.5% disagree, 33.3% neutral 38.8 agree 7.8% strongly agree to the statement of the organization emphasizes on employees character building.3.9 %strongly disagree 13.3% disagree 21.4 % neutral 55% agree 6.5 %strongly agree to the statement of The organization emphasizes on value setting (honesty and integrity).4.9 %strongly disagree 2.9% disagree 21% neutral 57.7% agree 13.3 % strongly agree to the statement of The organization emphasizes on customer service quality.24.3 %strongly disagree 19.1% disagree 17.2 % neutral 35.9% agree 3.6 %strongly agree to the statement of The organization emphasizes on employee incentives.

Table 4.16

Item requested	Mean	Std. Deviation
The organization emphasize human development, high trust, openness, and participation persist	3.2718	1.04317
The organization emphasize on employees job satisfaction	2.8382	1.09886
The organization emphasize on employees complaints	2.7249	.91100
The organization emphasize on merit promotion	2.9320	1.01542
The organization have health insurance	3.5534	.95749
The organization have a great trust in its employee	3.3430	.90028
The organization emphasize on employee character building	3.3074	.95651
The organization emphasize on employee value setting(honesty and integrity)	3.4693	.93794
The organization emphasize on customer service quality	3.7184	.90544

The organization emphasize on employees incentives	2.7540	1.26813
Average mean value	3.1913	0.99942

Source: own survey 2020

As per the Table 4.5 shows the mean value of management of era's employee of era ranging between from 2.72 to 3.71 with an average mean value of 3.19 and standard deviation 0.900 to 1.268 with an average standard deviation of 0.999 this indicates there a low agreement among respondents also job satisfaction, complaints, merit promotion and incentives have a very low agreement. This indicates the organization strategy is dissatisfying employees, merit promotion does not exist and there is no incentive in the organization.

4.2.4.5. Ethics and culture

Table 4.18

	Questions Ethics and culture ERA	SD		D		N		A		SA	
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
1	Ethical work behavior affects your organization	19	6.1	40	12.9	65	21.0	137	44.3	48	15.5
2	Un ethical work behavior affects your organization reputation	10	3.2	55	17.8	60	19.4	123	39.8	61	19.7
3	There are unethical behaviors that has become a Culture	20	6.5	77	24.9	108	35.0	84	27.2	20	6.5

Source: own survey 2020

The last section of the questioner as indicated on table it contains ethics and culture of era 6.1% strongly dis agree, 12.9% disagree, 21.0. % neutral, 44.3% agree and 15.5% strongly agree responded to the statement of Ethical work behavior affects your organization. 3.2% strongly dis agree, 17.8% disagree, 19.4. % neutral, 39.8% agree and 19.7% strongly agree responded to the statement of unethical work behavior affects your organization reputation

and 6.5% strongly disagree, 24.9% disagree, 35.0 % neutral, 27.2% agree and 6.5% strongly agree responded to the statement of there are unethical behaviors that has become a culture.

Table 4.19

Item requested	Mean	Std. Deviation
Ethical work behavior affects your organization	3.5016	1.09196
Un ethical work behavior affects your organization reputation	3.5502	1.09377
There are unethical behaviors that has become a culture	3.0227	1.02063
Average mean value	3.3581	1.06879

Source: own survey 2020

As per the Table 4.5 shows, the mean value of ethics and culture ranging between 3.02 to 3.50 with an average mean value of 3.35 and standard deviation of 1.020 to 1.093 with an average standard deviation of 1.068 indicate that there is a low agreement among respondents. This implies the knowledge of employees about ethics and culture is low.

4.3. Observation Interview Results

4.3.1. Observation

The study focuses on employee's work ethics and the organizational culture. In the time of the study, the researcher has privileges to observe the ethical aspects and culture of ERA. During the observation employees are often are late and go out early. Besides, the right to have information is limited. Using ERA's property for personal use such as vehicles, and misusing of internet during work hours such as social media, you tube and printing and copying machines are among to be common experiences .Among these some officials favor employees that they know not what their reputation even for work purpose only.

4.3.2. Interview

As it is mentioned on chapter three 32 team leaders that have direct reaction with employee were chosen for interview and 26 which is 83 % of the team leaders were being interview. During the organizing of the interview answers indexed due to repetition.

1. Is there any way employee job satisfaction is measured at era?
20 respondents answered there is no formal measurement
6 respondents answered uses informally by seeing their commitment and motivation to determine their satisfaction.
2. Dose ERA have Ethical code?
19 respondents answered No for internal employees but there is for contractors.
7 respondents said yes but it is not approved
3. If there is unethical behavioral occurrence, how do you threat the situation? Place explain
15 respondents said directly advising the employee in taking personal action.
7 respondents suggests in having a meeting if there is no change reporting to human resources
4 respondents focus on observing for repatriation of actions and reporting discipline
4. What measures should be taken to reduce the unethical action in ERA.
17 respondents replied to have training and empowerment and good communication with employees.
6 respondents answered taking disciplinary actions and crosschecking their behaviors if there is no change lying off.
3 respondents replied Controlling and Changing personal
5. What are the shared value, customs and culture of era
16 respondents answered Team work, openness
10 respondents replied family loving like environment and involving in social affairs such as graduations, funerals and wedding.
6. Is there any unethical custom that has become a culture?

15 respondents replied cited being late and going out early, absenteeism with and without notification

16 respondents replied misusing time, internet and property mainly vehicles for personal reasons.

Some official's answers have contradicted with employee response this indicates theirs a different perspective of what there is and what has been thought.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Summary of major findings

The main objective of the research is to assess the work ethics and organizational culture in Ethiopian Road Authority. The study targeted a total of 344 employees and 32 team leaders as respondents, However, only 309(90%) were returned and 26(83%) interview. Respondents from different age group, educational background and year of experience in the organization are represented in data collection.

The result of background of respondents show that majority of the total respondents are male with total of 199(64.4%) while the remaining 110(35.6) are female. Regarding the age, most of the respondents around 84% are below the age of 35 which is an advantage for the organization to have a dynamic work environment since young workforce is believed to be easily adaptive.

Majority of the employee sample group were B/A/BSC holders with total number of 215(69.6) and following is MBA/MSc holders with total numbers 87(28.2%) and the rest are diploma and certificate holders a total number of 5(2.2%). Regarding work experience, out of total of 214(75%) of the respondents are less than 5years, 40(12.9%) of between 6-10 years, 18(5.8%) are between 11-15 years and 10(3.2%) above 15 years.

With regards to the result of satisfaction working in era, 264 (85.4%) respondents are satisfied and 45(14.6%) are not satisfied. Regarding the unsatisfied respondents they were asked why 26(8.45) responded low salary, 10(3.2%) not interested, 9(2.9%) not to my potentials, Salary 217(70%) satisfactory, good 73(23%). Very good 19(6.1%), Excellent, when asked do you have a chance of promotion 193 (62.5%) responded yes.

The first category of ethical is personal view of ethics ranging between values ranging from 4.20 to 4.62 with the average value of 4.41 and standard deviation ranging from

0.976 to 0.984 with the average value 0.980. Such result indicates there is a high agreement between respondents.

The second category ethical code view that the mean of the respondent's perception to the statement of organization ethical code view are ranging 2.92 to 3.98 with the average 3.18 a standard deviation ranging from 0.942 to 1.234 with average 1.039. This indicates a low agreement among respondents about organizational ethic and code.

The third category of unethical issues shows the mean value of unethical issues ranging between from 2.23 to 3.13 with an average mean value of 2.84 and standard deviation 1.084 to 1.244 with an average standard deviation of 1.174 this indicates there is a (low agreement) disagreement among respondents.

The fourth statement respondent was asked to list unethical actions in order of analysis. It was categorized; in to 5 sections as it is shown on the table. 49.8% of the respondent listed to the 1st category, 32.7% to the 2nd, 11.3% to the 3rd, 5.2% to the 4th and 1 % to the last. This indicates all these exist in different levels according to the respondents.

The fifth category is the major characteristics of ERA shows the mean value of organizational culture issues ranging between from 3.36 to 3.36 with an average mean value of 3.47 and standard deviation 0.909 to 1.103 with an average standard deviation of 0.998 this indicates there is a moderate agreement.

The sixth category of leadership of ERA shows the mean value of leadership of ERA ranging between from 3.19 to 3.48 with an average mean value of 3.34 and standard deviation 0.958 to 1.058 with an average standard deviation of 1.008. This indicates there is a low agreement among respondents.

The seventh category management of ERA shows the mean value of management of ERA's employee ranging between from 3.19 to 3.66 with an average mean value of 3.36 and standard deviation 0.925 to 1.004 with an average standard deviation of 0.951 this indicates there a low agreement among respondents.

The Eight category is strategic emphasis that shows the mean value of management of ERA's employee of era ranging between from 2.72 to 3.71 with an average mean value of 3.19 and standard deviation 0.900 to 1.268 with an average standard deviation of 0.999 this indicates there a low agreement among respondents.

The last category is ethics and culture as per the Table 4.5 shows, the mean value of ethics and culture ranging between 3.02 to 3.50 with an average mean value of 3.35 and standard deviation 1.020 to 1.093 with an average standard deviation of 1.068. This indicates there is a moderate agreement among respondents.

5.2. Conclusions

The aim of the study is to investigate the Work Ethics and Organizational Culture of Ethiopian Road Authority based on the objectives and findings of the study, the following conclusions are derived.

Based on the first objective the ethical issues are: favoritism, abuse of Power discrimination, being late, absenteeism, misusing internet, unethical communication, being irresponsible and dishonesty are the main.

Following second for the cause unethical behaviors are the department of ethics and Discipline team in that over sees activities of work in Ethiopian road authority was established in 2008 E.C and changed to Ethics and Customer Service Management Directorate in 2011 E.C. The directorate mainly focuses on fighting corruption and developing good administration. Prior to that there was no ethical code for employees or for a department since from beginning of the organization.

The department gives training for employees mainly focus on how to fight corruption and how to develop good administration, work with disciple, holding accountability and render customer service quality. (Ethics and customer service management Directorate 2011, 6 month plan)

Despite the focus on corruption and good administration, the directorate neglects ethical awareness and having known ethical code for employees since its establishment.

ERA does not have a written ethical code for its employee but large number of employees believes it has. This show there is an information gap between officials and employees. And officials take an action based on their personal knowledge and trend that has been done before by their predecessor. The ethical code is now on the verge of approval. This leads the organization to have unclear work ethics and culture.

The third objective the behavioral traits which exists in the organization have a low occurrence of the but the study used a filter question to find out if there is any findings such as favoritism, abuse of Power and discrimination are the highest. Following second are being late, absenteeism, misusing internet, unethical communication, being irresponsible and dishonesty exists in different levels, as well.

The last objective is the values, beliefs and culture of ERAs environment is moderately a family like. It is a dynamic place and very controlled. The leadership is not considered to be exemplified and leaders that do not innovate.

The management of ERA's employees' shows a low team work, consensus and participatory and individuals are not risk takers. It is moderately characterized by high driven competitiveness demand achievement, employment security, conformity, predictability and stability.

The strategic emphasis also show low emphasis fully on human development, high trust, openness and participation, on job satisfaction, employee complaints, merit promotion, health insurance, great trust on its employees, character building, honesty and integrity, customer service quality and employee incentives.

Lastly the of ethics and culture category shows employees of ERA has a low understanding of ethical and unethical work behavior effect on the organization, and the unethical work behaviors in time become a culture an existing in the organization.

5.3. Limitations

Work ethics and organizational culture is a broad concept by itself and it is a timely and highly budget consuming to use many variables that influence the employee in work place and the organization while demanded the willingness of the targeted population. During the interview time Corona COVID 19 pandemic outbreak, the interviewees become unwilling and eventually the organizations became closed partially.

5.4. Recommendation

Based on the findings of the study, the following recommendations would help the Ethics and Customer Services Quality Directorate and the Management of ERA. First of all the findings from the descriptive analysis indicates that most employees have a mixed knowledge about ethics and culture. There is a gap between what officials think and what is currently going on.

Ethics is a very essential concept that defines once self as an individual, society and organizational culture. As the data show there is a great deal of work to be done on work ethics and the culture of the organization because the work ethics is the major factor in determining the culture of the organization. By performing the following points the organization can improve itself.

- First the organization needs to developed a sound written ethical code, which is known as code of conduct for employees this governs their behavior in the work place and helps the organization to have ethically governed work environment as a result this will decrease unethical issues and behaviors.
- Training and development of employees on the awareness of work ethics and organizational culture will increase the knowledge of employees as well as the officials.
- Taking research and development, study the outcome of the training and the development progress by using feedbacks. Based on the results by monitoring and

controlling us the developed ethical code of the organization can make a dramatic change.

- Evaluating employees job satisfaction
- Build ethical culture in the organization that has the following components :Integrity, emphasis on work quality, professionalism, discipline, Sense of responsibility, team work, empower and motivate, create a respectful workplace, care about each other, motivating and innovating employees and work balance communication.

5.5. Direction for future research

This study was focused on the investigation, the work ethics and organizational culture of Ethiopian Road Authority. Future researchers should consider these meditating variables. Furthermore, this study was limited to on one Ethiopian government organization which is under Ministry of Transport. So, it will be good for future researchers to focus on different governmental organizations.

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APPENDIX

APPENDIX .1

Questionnaire

St. Mary's University

Department of General Management

To be filled by Employees of Ethiopian Road Authority

Dear respondent,

The purpose of this questionnaire is to collect data about “Assessment of Work Ethics and Organizational Culture in Ethiopian Road Authority” for the partial fulfillment of MA degree in General Management at St .Mary’s University. The information you provide will be used only for academic purpose and kept confidential. Therefore, I kindly request you to provide reliable information for the quality of the research work.

General Direction

No need to write your name

Read each question and put (√) on the given space/ box.

Part One: Demographic Information

1. **Sex/ Gender:** Male Female
2. **Age:** 20- 25 years 26-35 years 36-45 years 46 and above
3. **Marital status:** Single Married Divorce
4. **Educational level:** Secondary education (9-12) Certificate Diploma

BA/BSc Masters

5. **Work experience:** 1-5 years 6-10 years 11-15 years >15 years

Part Two: General questions related with Employee's work ethics and organizational culture of ERA

This questioner is designed to solicit information to aid the research in getting data and to measure how ethics can ensure the organization success your opinion as a professional is highly valued and very important to our understanding of ethics in the work place. Strictly confidentiality and anonymity will be maintained in research.

Please put tick (√) in the table provided for each of the given statement using the following scales and Make sure your response is depending on the work ethics and organization culture at the Ethiopia Road Authority.

1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree

S/ N	Item	Scale				
		1	2	3	4	5
A. Ethical Questions						
1	Do you think you have an ethical moral standard					
2	Ethics is very important in organization					
3	The organization have a written code of ethics					
4	The organization written code of ethics is available for employees					
5	The ethical code of the organization is applied regularly and fairly					

6	The organization has reported procedures of unethical behavior					
7	Ethical issues of right and wrong are discussed in staff meeting					
8	The officials of the organization demonstrate high ethical standard					
9	The organization has taken a strict measures to punish those who demonstrate unethical behavior					
10	There had been unethical action happening in the organization?					
11	The organization gives training about work ethics					
12	Abuse of power exists in your organization.					
13	Absenteeism Exists in your organization.					
14	Misusing internet exists in your organization.					
15	Sexual harassment exists in your organization.					
16	Being late is common in your organization.					
17	Favoritism exists in in your organization.					
18	Discrimination exists in your organization.					
19	Misusing Companies time is common in your organization.					

19. List the unethical action happened in Ethiopia Road Authority.

Please put tick (√) in the table provided for each of the given statement using the following scales and Make sure your response is depending on the work ethics and organization culture at the Ethiopia Road Authority.

1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree

S/ N	Item	Scale				
		1	2	3	4	5
B. Organizational culture of ERA						
1	Major Characteristics in ERA					
1.1	Is the origination environment is like a family? That people seem to share a lot within them self					
1.2	The organization is a very dynamic place that people will take a risk					
1.3	The organization have a very controlled and structured place					
1.4	The organization is result oriented?					
2	Leadership of ERA					
2.1	The leadership of the organization can be considered as an exemplary monitoring and facilitating.					
2.2	The organization leadership is innovative					
3	Management of ERA's employee					
3.1	The management of the organization is characterized by team work, consensus and participatory					

3.2	The management of the organization is characterized by individual risk taking, innovation, freedom, and uniqueness					
3.3	The management of the organization is characterized by high driving competitiveness and high demand of achievement					
3.4	The management of the organization is characterized by security of employment, conformity, predictability and stability in relationship					
5	Strategic Emphasis of ERA					
5.1	The organization emphasizes human development and persist high trust, openness, and participation.					
5.2	The organization emphasizes on employee's job satisfaction.					
5.3	The organization emphasizes on employees' complaints.					
5.4	The organization emphasizes on merit promotion.					
5.5	The organization has health insurance.					
5.6	The origination has a great trust in its employees.					
5.7	The organization emphasizes on employees' character building.					
5.8	The organization emphasizes on value setting (honesty and integrity).					
5.9	The organization emphasizes on customer service quality.					
5.1 0	The organization emphasizes on employee incentives.					

6	Ethics and Culture in ERA					
6.1	Ethical work behavior affects your organization					
6.2	Un ethical work behavior affects your organization reputation					
6.3	There are unethical behaviors that has become a culture					

APPENDIX .2

Interview of officials

1. Is there a way employee job satisfaction is measured at era?
2. Does era have ethical code?
3. If there is unethical behavior occurrence, how do you handle the situation?
4. What measures should be taken to reduce the unethical action in ERA?
5. What is the shared value customer that has become a culture?
6. Is there any unethical customer that has become a culture?

Endorsement

This Thesis has been submitted for examination with my approval as University Supervisor.

Belete Meberatu (Professor)

Mebratu, BK

20/08/2020

Advisor

Signature

Date