



**EFFECT OF WORK ETHICS ON JOB PERFORMANCE: THE
CASE OF KOLFE KERANYO SUB-CITY**

By: SAMUEL SEYOUM

ID No SGS/0162/14A

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Addis Ababa, Ethiopia

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By: SAMUEL SEYOUM

ID No SGS/0162/14A

**ADVISOR MOHAMED MOHAMED NUR (ASSISTANT
PROFESSOR)**

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Degree of Master of Business Administration.**

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APROVED BY BOARD OF EXAMINERS

DEAN, GEADUATE STUDIES

SIGNATURE

ADVISOR

SIGNATURE

EXTERNAL EXAMINER

SIGNATURE

INTERNAL EXAMINER

SIGNATURE

February, 2024

Addis Ababa, Ethiopia

Declaration

I, Samuel Seyoum, declare to Saint Mary University that this thesis is my own original work and has never been submitted for a higher degree award in any other place.

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Date

Certification

The undersigned confirms that he/she has read this Thesis and hereby recommends it for acceptance by the Saint Mary University. The Thesis is entitled “EFFECT OF WORK ETHICS ON JOB PERFORMANCE: THE CASE OF KOLFE KERANYO SUB-CITY” in Partial fulfilment of the requirement for the degree of MA in business administration.

.....

Mohammed Mohamed Nur (Assistant professor)

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Date

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Acronyms

| | |
|----------|---------------------------------------------------------|
| ANOVA | Analysis of variance |
| B | Beta constant |
| OCB | Organizational citizenship behaviour |
| CWB | Counterproductive work behaviour |
| df | degree of freedom |
| d | Margin of error |
| e | Error term |
| E | East |
| ETB | Ethiopian birr |
| F | F-ratio |
| Ho | Hypothesis |
| IVS | Independent variables |
| P | Probability or estimated proportion of study variable |
| N | Sample size or total population |
| P | Estimated proportion of a study variable or probability |
| R | Regression |
| R-square | Regression square |
| SPSS | Statistical Package for Social Sciences |
| SD | Standard deviation |
| Sig | Significance |
| Std | Standard error |

| | |
|-----|---------------------------|
| SMU | Sent Marry University |
| t | t-value |
| VIF | Variance inflation factor |

Abstract

This study on Effect work ethics on job performance in Kolfe-Keranyo sub-city of Addis Ababa city Administration was conducted with overall purpose of improving job performance by enhancing work ethics. Descriptive and explanatory research designs were applied to gather information, summarize, present data and interpret it for the purpose of clarification. A questionnaire approach using five Point Likert-scales was used for data collection while descriptive and inferential analyses were used for data analysis. The response rate of this survey was 84.5 percent with majority of the respondents characterized with age group of 26-35 years accounting for 30.1%. & in terms of education the respondents were dominated by Bachelor degree (48.7%). The results of correlation analysis revealed respective correlation coefficients of 0.686, 0.716, 0.688 and 0.675 for accountability, honesty, justice /respect and observing values with employees' job performance. The findings of the regression analysis indicated the regression model has captured 52.4 percent of the variation in job performance of the employees. For every one unit of increment in accountability, honesty, justice and respect and observing values, the respective changes in job performance were 15.7, 37.5, 19.6 and 2.9 percent. Thus justice and respect and accountability were the most significant variables followed by honesty and observing values towards enhancing job performance of employees. From the findings, it was consequently concluded that the studied variables have significant positive effects on employee job performance at Kolfe–Keranyo Sub-city. Thus, enhancing service delivery at Kolfe-Keranyo sub-city primarily requires attention to farther improving employee ethics. Future research should include wider perspectives of work performance and other methods of data collection such as cross-sectional and longitudinal methods to get more rigorous and sound research findings.

Key words: Ethics, Job performance, Accountability, Honesty, Justice and respect, Observing values

CHAPTER ONE

INTRODUCTION

This chapter is intended to introduce key aspects of the thesis to the reader. It focuses on the background of the study, problem statement, purpose of the study, objectives, research questions, the scope and significance of the study

1.1 Background of the Study

Human resources are the main resources to maintain excellent performance and achieve an organization's goal (Dessler, 2020). Likewise, attaining excellent performance is important for the employees since it is the primary concern for the organization. Employee performance in turn is the result of an institution's implementation of a planning process by employees and leaders who work in the institution to achieve the given set of goals (Fakhri et al., 2021).

This Human resources are the main resources to maintain excellent performance and achieve an organization's goal (Dessler, 2020). Likewise, attaining excellent performance is important for the employees since it is the primary concern for the organization. Employee performance in turn is the result of an institution's implementation of a planning process by employees and leaders who work in the institution to achieve the given set of goals (Fakhri et al., 2021). In order to have high quality human resources, employers must maximize employee empowerment by creating an environment in which employees feel valued (Amir 2015). Employee empowerment combined with work ethics leads to foster trust between managers and employees and between superiors and subordinates. Guided by ethics, this situation enables employees to perform all tasks with a sense of responsibility and honesty. Work ethics is thus a formulation of how ethical values are applied in the workplace to govern employees' merit in order to maximize efficiency and productivity (Moore, 2017).

A work ethics of any kind not only includes what the employees feel about the place of employment or position but also how they perform the duties of their job. Work ethics is generally defined as a collection of beliefs and attitudes that reflect the fundamental values of work. Work ethics is also a personality trait that tends to remain constant over time (Ter Bogt et al., 2005) and it can be also used as a tool for social control and as guidelines for employee behaviour in the workplace, allowing the business to be strong and competent. Work ethics enables employees to strive for higher levels of performance and quality towards enabling the company and its customers to receive the best services (Victor and Cullen, 1988).

While work ethics is expected to be one of the factors affecting the company's / institutional performance, the company/ institution can improve employee performance by providing and supervising work ethics. Generally work ethics is a value based on hard work, due diligence and a belief in the moral benefit of work and its ability to enhance character. A good work ethics is the basis for selecting employees for better positions, more responsibility and ultimately promotion. Workers who fail to exhibit a good work ethics may be regarded as failing to provide fair value for the wage they are paid and should not be promoted or placed in positions of greater responsibility. Characterized by a set of values that are defined by diligence and hard work, work ethics is basically the belief that work is a good moral. Deep work is the ability to focus without distraction on a demanding task and it is a skill that allows quickly mastering complicated information and producing better results in less time. The increased pressure from stakeholders to behave ethically and in a socially responsible way is also a key aspect which can no longer be ignored by public and private business institutions (Antonio 2016).

Notable scholars are of the opinion that to remain competitive in a private (market leader, become industry champion) or public institution, ethical behaviour must be institutionalized (Victor and Cullen 1988; &Schminke et al 2007).Currently the private and public institutions concern on ethical conducts of those who run organizations has greatly increased. Behaving in an ethical manner is seen as part of the social responsibility of individuals in any organization so as to ensure stability, survival and competence of an institution. Indeed for some organizations ethics has been added to their corporate values and they cannot ignore ethics (Adebayo, 2014). While extra effort is needed by organization to integrate ethical practices and competencies in the process, an increased and shared understanding of ethics in organizations is needed at initial stage.

Job performance is not a single unified construct but a multidimensional construct consisting of more than one kind of behaviour. Excellent or good performance of an employee is related to strong work ethics (Mann, 2010). Individuals with strong work ethics tend to work for a longer hours and spend less time on leisure and enjoy higher performance. Efficient and constructive use of time is consistent with strong work ethics while delaying or avoiding the execution of a task no doubt contributes to poor performance of job by employee.

Many researchers suggest that organizational ethics has a major influence in ensuring the attainment of organizational objectives by responding to the ever increasing demands and pressure from stakeholders in an ethical and socially responsible way. The major motivate to study the current topic is to deepen our understanding on the effect of work ethics on job performance and

provide a set of recommendations for enhancing service delivery of public institutions in Ethiopia by taking Kolfe-keranyo sub city as a case study.

Globally aspect of work ethics and job performance has been studied very well in private companies in different parts of the world particularly in developed nations. Beside a single study carried out by Eyerusalem, 2022, there is no information in Ethiopian public institutions particularly in front line service delivery institution like Kolfe-Keranyo sub-city administration which is among the newly set institution. The aforementioned study was conducted in technical public institutions which are not representative of typical front line service delivery institution. The need for the current study is therefore rationalized from perspectives of the associated service delivery demands in a typical front line public institution serving an area with fast expansion/growth.

1.2. Background of Kolfe-keranyo sub-city

Kelfe-keranyo sub-city is among the eleven sub-cities in Addis Ababa City Administration. It is located in the Western suburb of the city near the Gefersa Reservoir. It borders with the distinct of Gullele, Addis Ketema, Lideta and Nifas Silk-Lafto. The sub-city has 11 districts and 546,000 residents. Public institutions in the sub-city are organized in four pools with a total of 1578 employees (780 females and 798 males). Unlike other sub-cities, Kolfe-keranyo sub-city is an area with fast expansion demanding an extra ordinary service delivery.

Taking into account the rapid expansion of the sub-city, population growth and accompanied service delivery demands, new districts have been established recently and there are efforts to avail improved service delivery. There are also ethics office and personnel to oversee the ethics aspect of service delivery of the sub-city. Despite the on-going reform and development efforts, the community is not satisfied with current service delivery as documented in the minutes of periodical meeting held at the sub-city level. This background has led to the initiation of this research thesis.

1.3 Statement of the Problem

Work ethics have been the backbone of success in private and public institutions for centuries. Combining work ethics with professional skills brings success to a celebration, and that celebration is all about the employees (Trevino et al, 2001). Companies, therefore, like to promote positive work ethics since it results in happier and more productive employees. Just as it is important to

understand a positive work ethics, it is also important to recognize the signs of a negative work ethics. Negative work ethics may be the behaviour of a single individual or something more systematic. Regardless of the specifics, identifying the signs of negative work ethics is the first step toward correcting unethical behaviour which can cause massive costs to an organization. In Ethiopia there are increasing expectations from ordinary citizens, business leaders and civil society organizations that governments will provide better services to meet growing demands. There are also expectations that the government will establish and institutionalize high degree of ethical standards in the civil service and other public agencies on which the dream of improved services greatly depends (Whitton, 2001).

However, Kolfe-keranyo sub-city is currently under expansion with a set of newly established districts and the services are not growing with the on-going expansion leading to a series of complaints in various districts and at a sub-city level as heard in the quarterly, bi-annual and annual meetings of the sub-city. Based on the minute of the meeting held at the end of 2015 Ethiopian calendar at the sub-city level, macro-level issues pertaining to inflation and inconsistent supply of electricity and water were the key concerns of the community while excessive delay in issuance of certificate for land ownership, inadequate response to community complaints, unfairness in roads/bridge construction within the sub-city and absence of awareness and feedback to community in terms of tax payment were among the major complaints.

Optimal service delivery in public institutions basically requires appropriate work ethics and optimal employee job performance. This study was, therefore, intended to capture information on key variables such as accountability, honesty, justice and respect and observing values which influence employee ethics and job performance in Kolfe-Keranyo sub-city.

1.4 Research questions

The current research is intended to answer the following questions

- How does accountability affect employee job performance in Kolfe-Keranyo sub-city?
- How does honesty affect employee job performance in Kolfe-Keranyo sub-city?
- How do justice and respect affect employee job performance in Kolfe-Keranyo sub-city?
- How does observing values affect employee job performance in Kolfe-Keranyo sub-city?

1.5 Objective of the study

1.5.1 General objective of the study

1. To investigate the effect of work ethics on employees' job performance in Kolfe-Keranyo sub-city of Addis Ababa city Administration.

1.5.2 Specific objective of the study

1. To assess the effect of accountability on employee job performance
2. To identify the effects of honesty on employee job performance.
3. To identify the effects of justice and respect on employee job performance
4. To explain the effects of observing values on employee job performance.

1.6 Significance of the study

The proposed study has great significance in providing information on the relationship of ethics and employee job performance in Kolfe-Keranyo sub-city of Addis Ababa city Administration with implications on how to improve job performance by enhancing work ethics. This research has also great significance by filling the knowledge gap on the subject via testing empirical results generated elsewhere and customizing to Ethiopian situation. The results generated from the current study can serve as basis for improving effectiveness of the public institutions in Kolfe-keranyo sub-city. Information from this research will offer deeper understanding in the interrelationships of ethics and job performance with implications on the means to enhance service delivery of public institutions to the satisfaction of customers. The results of the study will also provide some lessons and actionable points for private business organizations in Ethiopia to improve their productivity and competence. From a scientific point of view, the information generated in this study will contribute to knowledge advancement on the interrelationships of work ethics and employee job performance in public institutions of emerging economies. Additionally, the findings of this study have great implications for managers/ policymakers and the employees. Managers and policy makers can use the information to guiding employees to follow a good work ethics and translate it into work in the years to come. Workers can use the information to avoid the bad influence on work ethics in the rapidly changing world and try to be positive workers in the future.

1.7 Scope of the Study

The scope of the current study was limited to the public institutions accountable to Kolfe-keranyo sub-city. In terms of variables influencing work ethics, accountability, honesty, justice and respect and observing values will be considered.

Geographically, this study was limited to Kolfe-keranyo sub-city. In terms of methodology stratified random sampling technique shall be used to identify study participants while questionnaire and interview method shall be followed to gather the desired information.

1.8 Limitation of the study

As the practice of ethical behaviour such as teamwork, reward and punishment, discipline etc may differ between the diverse public and private institutions, the conclusions drawn from this study may not be suitable for other organizations.

1.9. Operational Definition of Terms

Ethics: Ethics can be defined as the art and discipline of applying principles and frameworks to analyse and resolve complex moral dilemmas

1.10. Organization of the Study

This study is organized into 5 chapters. Chapter 1 describes introduction, statement of the problem, objectives of the study, research hypothesis, significance, and scope of the study in detail. Chapter 2 provides information on the theoretical and empirical literatures, which are related to corporate performance and its determinants with summary and gaps in existing body of knowledge. Chapter 3 describes the research methodology and research design in detail while chapter 4 presents the results and discussion of the study. Chapter 5 presents the summary, conclusions, and recommendations followed by the list of references used and appendixes.

CHAPTER TWO

LITERATURE REVIEW

This chapter presents information on the theoretical basis of the research topics for ease of understanding. Topics related to the focus of this thesis including theoretical literature, empirical review, other related ideas and the conceptual framework are comprehensively described.

2.1. Definition of key 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 or yardstick for assessing the integrity of individual conduct. It defines what makes behaviour to be right or wrong (Fajana, 2006). Ethical behaviour defines within a context or setting what is acceptable or not. The basis on which ethics is usually conceptualized includes actions, the act (right, wrong, permissive), consequences (good, bad, indifferent), character (virtuous, vicious) and motive (goodwill, evil will). Generally ethics are moral principles that explain what is right or wrong, good or bad and what is appropriate or inappropriate in various setting. Trevino et al (2001) defined Ethics as the system of rules that govern the ordering of values and as a philosophy of human conduct; reflecting prevailing values especially those of moral nature. Ethics involves some hard features, like duties and rights most of which are legal and mandatory for all and soft components including values, aspirations or best practices that are desirable but not compulsory and can vary from one organization to another.

2.1.2. Work Ethics

The historical root of work ethics programs was in the defence industry. Later it was applied 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, ethics was introduced and diffused by religious groups in the 1930s (Fajana, 2006). Likewise work ethics was introduced in Western Germany after the end of the Second World War to survive the effect of war.

Strong work ethics is important in an organization for keeping genuine performance, minimizing errors, adapting to changing conditions, coping with work complexity and minimizing costs. Assessing enforcement of ethical principles and developing ethics code in the work place enables

institutions to influence their workers and managements to use set of ethical standards in making important decisions (Ezigbo, 2012). Thus, a company's ethical code is a formal statement of its ethics and values designed to govern employee's behaviour in discharging their responsibility and to examine the impact of rules/regulations.

2.2. Theoretical Literature Review

Three psychosocial theories of human behaviour support the notion that external and internal forces in many organizations greatly influence employees to engage themselves in unethical conducts (Ndabahaliye, 2013).The theories reviewed are:

2.2.1. The Employee Risk Triangle Theory

Put forward by Terris 1985, the Employee Risk Triangle Theory has focused heavily on the attitudinal component. This model identified three forces i.e. Need, Opportunity and Attitude which act on an employee's propensity to engage in unethical conducts. Employee Risk Triangle Theory has a great contribution in providing a common-sense theory of employee crime and deviance (Terris, 1985). However, this theory has focused heavily on the attitudinal components and does not provide information on other forces apart from the attitudinal forces that may affect employee's ethical conducts in the organization. The theory also posits that when employees find themselves at the confluence of these three forces, then the odds of them engaging in on-the-job deviance are significantly higher. This theory also has relevance to better understanding unethical employee behaviour during a turbulent economic downturn. For example, during an economic downturn one's need for engaging in on-the-job deviance for financial gain is arguably higher (Deloitte Financial Advisory Services, 2008). Moreover, in a study of Ariani, 2013 a significant positive relation between employee engagement and organizational citizenship behaviour (OCB), a significant negative relation between employee engagement and counterproductive work behaviour (CWB) and between OCB and CWB were reported

The Employee Risk Triangle Theory is driven by need, opportunity, and attitude. These forces have a significant effect on employee's propensity to engage in unethical conduct. As noted by Terris (1985), the Employee Risk Triangle Theory explains the relevance of common-sense and proper understanding of employee's divergent behaviour in the management of performance driven work ethics. The theory therefore provides a framework for the understanding of employees ethical conducts in organizations.

2.2.2. The Stress Facilitation Theory

According to Jones (1982), the stress facilitation theory focuses on the influence of social stress as a catalyst for employees to engage in unethical conducts in organizations. The stress facilitation theory postulates that when more dishonest employees experience heightened job stress, their feelings of distress facilitate a multiplicative theft response. Employees who endorse dishonest attitudes toward theft are more likely to steal at work than job candidates and employees who endorse intolerant and punitive toward theft. Additionally, distressed workers are more likely to engage in on-the-job counter-productivity than less stressed employees. Therefore, organizations that screen their workforces with pre-employment ethics and integrity tests are more immune from the impact of the stress caused by a tough economy compared to organizations which do not screen their employees for integrity and ethics attitudes.

2.2.3. The Social Disorder Theory

According to Keizer, and Linden berg 2008, “signs of disorder” in a neighbourhood can lead to other broken social norms and resultant offending behaviours. This theory relate to the aforementioned study on the facts that it assess the social forces that may affect the ethical conducts of employees as they interact with one another in the course of providing their services.

However, the theory does not provide the results of the affected ethical conducts and how they relate to the performance of an organization. Generally, ethics are one of the most critical issues in business and specifically in human resource management. Good ethical culture in an organization provides direction and guidance in various areas in order to build united, harmonious and ethical employees. However, there is no ethics guidance or standard that is absolute, appropriate and applicable to every company. The code of ethics is a good indicator of organization commitment in accepting the need for ethical behaviours and implementing it (Wood, 2000). Work ethics can be referred to as a cultural norm that advocates people to hold accountable and responsible for the work they carry out based on the belief that work has intrinsic value to the individual

Employee’s behaviour displayed at work is not necessarily related to job specific aspects but mostly on how well someone performs at their work. This is consistent with the definition of work ethics where individuals are accountable to the work they done according to the acceptable ethical behaviour..

2.3. Empirical review

Quite a range of research has been carried out on the influence of ethics on employee job performance in tropical areas during the last few years. Key findings are described in the following sections.

The study on employee work ethics and organization performance in the Kenyan Insurance Industry (Abongo et al, 2019) confirmed work ethics affects the performance of insurance companies. The study on work ethics, values, attitudes and performance in the Nigerian Public Service (Omisore et al 2015), confirmed the presence of a significant and positive relationship between organizational ethics dimensions in terms of integrity, self-discipline organizational values and service delivery of employees of the Nigerian National Assembly. It was discovered that integrity and organizational values affect employee performance more than self-discipline.

The effect of work ethics on work performance of employees in the Divine Word College of Laoag also revealed that ethics influences employee work performance (Abu et al 2022). An adjusted R-square of 0.686, indicating highly significant association between employee ethics and work performance was reported. In the same study, the regression model summary revealed R square of 0.62 implying most of the variation in employee job performance was captured by the study variables and the regression model.

The result of a study on work ethics and employee job performance in Uganda Civil Aviation Authority at Entebbe International Air Port also (Livingstone, 2021) also established a significant moderate positive relationship between integrity and employee performance ($r = 0.301$), a significant moderate positive relationship between employee commitment and performance ($r = 0.312$); and a significant weak positive relationship between the work attitude and employee performance ($r = 0.265$). From the study, strengthening employees' integrity, commitment and work attitude was recommended to improve employee performance. The researcher consequently concluded that integrity, employee commitment and work attitude have a significant positive effect on employee performance at Uganda Civil Aviation Authority.

The results of studies on the effects of work ethics on job performance of government employees in Philippines (Helen et al 2022) revealed presence of a significant relationship between work ethics and job performance ($p=0.807$, $df= 365$; $p=0.000$). The results of a study on the effect of work ethics on job performance employees in International Small and Middle Enterprises (SMEs) in Al-Hassan Industrial Estate in Jordan (Mohammed 2020) also confirmed improvement in work

ethics leads to improved employee's job performance. Alvarado, et al 2022, also reported the presence of significant relationship between the extent of work ethics and job performance of employees in local government of Philippines. This study concluded that excellent work ethics results in outstanding job performance.

2.4. Variables

2.4.1. Independent Variables

2.4.1.1. Honesty

Creating an atmosphere of honesty encourages an environment for self-accountability and responsibility (Campbell, 1990). In addition, promoting openness leads to better assessments of ongoing or potential workplace problems, improves employee retention rates, and puts staff members on a path to success. Honesty has several advantages at leadership and individual level and improves leadership and enhances job performance in several ways. Employees who demonstrate strong honesty are strong leaders because they maintain company values and ethics. These professionals understand how their actions impact team members and employees. They also ensure the successful completion of all projects and tasks. Employees who demonstrate these qualities value their customers and lead their team to follow company ethics. Employees who demonstrate honesty also promote a positive company culture, enjoy working with their co-workers and share their ideas openly. Honesty is also beneficial to provide constructive criticism to team members and connect with teammates.

Good work ethics start with moral correctness. Honesty is all about being truthful, which includes being principled and truthful in whatever you do and say at workplaces or outside workplaces. A person who is not straightforward to others and his seniors at work is considered a dishonest person. Honesty is a trait which is valued by organizations and is often stated as core value. Honesty, thus, offers several benefits to the worker or to the company among which the following ones deserve attention. It improves leadership, ensure the successful completion of all projects/ tasks and promote a positive company culture, which helps to ensure employees enjoy working with their co-workers, promote a positive company culture, which helps ensure employees enjoy working with their co-workers. Employees who demonstrate Honesty also leads to promotion of a positive company culture by ensuring employees enjoy working with their co-workers, share their ideas openly and provide co-workers with constructive criticism and connect with teammates. It also enables to make ethics-based decisions regarding product creation, third-party vendors or

consultants, protect stakeholders, create new products, and help co-workers in making thoughtful decisions. Honesty also encourages and promotes diversity in the workplace within the team which enables team members to share ideas and express themselves during team meetings and provide benefits to the organizations by availing a range of ideas regarding solutions to complex issues, product development, and project development.

2.4.1.2 Justice and respect

In today's competitive business landscape, every company is constantly looking for new opportunities to improve and expand. Thus management is looking to boost output using human resources to get an advantage in a market where competitive advantages can be bought or reproduced. Justice inside an organization is usually seen as fundamental to its social and psychological functioning. An individual's ability to foresee future treatment from an organization depends on their knowledge of the organization's existing level of justice. Employees want to feel like they have a place in the company. Having access to justice is a sign that people are valued and respected by those in power (Krishnan et al., 2018). Workers' perceptions of the justice of their employer are the essence of organizational justice. It has three components: procedural justice, which refers to the methods employed in arriving at a verdict; distributive justice, which describes the individual's position relative to others; and interactive justice, which describes the quality of treatment individuals receive as a result of the procedures being applied to them (Ahmed and Faeq, 2020).

According to Pérez- Rodríguez et al. (2019) the organization' employee performance and satisfaction are influenced by organizational fairness including fairness of distribution, fairness of method, and fairness of interaction (Koopmans et al 2011). Managers should pay workers what they deserve, follow open and fair procedures, offer workers a voice , meet regularly, conduct employee surveys and keep an on-open door policy. Managers must work to distribute the functions, tasks and duties equally, firms have fairness of outcome, in addition to developing appropriate rules and regulations in order to have fairness of decision making. Managers should also care about their employees and build manager-employee communication.

Numerous studies have looked into the link between organizational justice and worker productivity (Anwar, 2016). Several empirical studies in French firms have found that organizational justice acts as a translator of employee behavior and attitudes in the workplace (Faeq et al, 2022). The concept of organizational justice has been the subject of extensive research in the fields of organizational behavior and social psychology (Vaamonde et al., 2018). Hameed and Anwar

(2018) highlighted organizational justice as a critical factor influencing employee conduct and output. Workers are encouraged, and the organization benefits when justice is administered fairly (Anwar, 2016)

2.4.1.3. Accountability

Accountability at the work place is an aspect in which employees feel responsible for what they are doing, behaviours, performance and decisions. It is also related to commitment to work, employee morale and performance. Generally company or institutional performance is the result of employees' accountability. Absence of accountability primarily affects not only the individual but the entire team and also the company via low team morale, unclear priorities, reduced employee engagement, low level of thrust and high turnover.

In the current business environment, an ethics and compliance culture cannot exist without organizational culture. When the managers and employees in the organization discover that the internal justice system is not working properly, the company cannot build critical values such as trust and integrity. An effective system of organizational justice can prove to be an important asset for companies or institutions. It can help the organization to maintain productivity, profits and employee morale.

Accountability in general is a situation whereby every segment of the economy and the individual workers are made to account for their careful and responsible management. One who exhibit accountability is a person who works towards a solution when things go bad whilst remaining determined and professional (Yang and Grunig, 2005). Accountability at work refers to the idea that every employee should take ownership of the work they have been given. This means the employees should to setup and do what's best for the business. An employee who is accountable will always take responsibility for his or her actions and their outcomes. The employee will not think of this as a responsibility of their management. Accountability is a crucial part of efficiency in the workplace. If employees are held accountable for their lack of punctuality and their lazy and irresponsible behaviour, it helps to ensure that efficiency is also maximised and complements the efforts of other disciplined employees.

2.4.1.4. Observing values

Observing values determine what individuals find important in their daily life and help to shape their behaviour in each situation they encounter (Linda et al 2011). Since values often strongly influence both attitude and behaviour, they serve as a kind of personal compass for employee

conduct in the workplace. Values help determine whether an employee is passionate about work and the workplace, which in turn can lead to above-average returns, high employee satisfaction, strong team dynamics, and synergy. The aforementioned study revealed that inspiring workplace value that encourages and enables employees to bring their best efforts and best ideas to work every day is one that promotes individual growth and organizational performance and profitability.

Values usually determine what individuals find important in their daily life and help to shape their behaviour in each situation they encounter. Since values often strongly influence both attitude and behaviour, they serve as a kind of personal compass for employee conduct in the workplace. Values also help determine whether an employee is passionate about work and the workplace, which in turn can lead to above-average returns, high employee satisfaction, strong team dynamics, and synergy. Inspiring workplace value that encourages and enables employees to bring their best efforts and best ideas to work every day is one that promotes individual growth and organizational performance and profitability. In the business world today, issues of trust, integrity, respect, fairness, equity and transparency are gaining more attention. Organizations are also developing as communities of practice, which build common values and cultures that emphasize social relationships. According to Whitley, 1995, this is a shift away from viewing the workplace in technical or systems terms, to one that understands organizations as cultures in which people, their needs and desires, and their interpersonal relationships, play a central role.

In both private and public sectors, the key to success, whether it is in terms of employee or customer satisfaction, begins with the values of the organization. For bureaucracies, adherence to high-level public service values can generate substantial public trust and confidence. Conversely, weak application of values or promotion of inappropriate values can lead to reductions in these essential elements of democratic governance, as well as to ethical and decision-making dilemmas. Values are normally conceptualized as essential components of organizational culture and as instrumental in determining, guiding and informing behaviour (Hofstede and Hofstede 2005; Schein 2004). As the study and understanding of public and business administration has evolved considerably over recent decades, the concept of 'values' remains fundamental to all aspects of governance and administration. Thus effective organizations identify and develop a clear, concise and shared meaning of values, priorities, and direction so that every employee understands and can contribute. Values are essentially the guideposts of our lives, and they direct us to who we want to be. Thus, they help us become who we are and are a huge part of our makeup, ethical compass, and ultimately, personality. Values also strongly influence employee conduct in the workplace. If an

employee values honesty, hard work, and discipline, for example, he will likely make an effort to exhibit those traits in the workplace. Values also determine what individuals find important in their daily life and help to shape their behaviour in each situation they encounter. Since values often strongly influence both attitude and behaviour, they serve as a kind of personal compass for employee conduct in the workplace.

2.4.2 Dependent variable

2.4.2.1 Job Performance

Quite a range of studies have been conducted on the influence of ethics on job performance of employees. In a recent study conducted in the Philippines (Abun et al, 2022), strong relationship (R^2 of 0.692) between work ethics and individual work performance was noted. The result of the aforementioned study also revealed work performance can be predicted from ethics with the presence of a highly significant regression coefficient.

According to Arowolo (2012), in ascertaining how good or bad a task is executed a given benchmark is required. Considering performance as the actions of employees at the workplace and its efficient service delivery, Fatile, 2014 proposed two different sets of measurements which include institutional outcomes and individual outcomes. The performance measurements of the institutional outcomes chosen in the application of this framework were; 1. Enhance productivity, 2. Attract and retain a quality workforce, 3. Improve efficiency/Job performance, 4. Build teamwork, and 5. Attain organization's vision and mission. The performance measurements selected for individual outcomes were; a. Shape individual behaviour, b. Encourage loyalty in employees, c. Increase individual's efficiency, and e. Career prospects.

Generally, strong work ethics is capable of creating a long lasting employees job performance while weak worth ethics can only drive for a while but will eventually lead to poor job performance. To attain excellent job performance therefore, it is imperative for employees and organizations to promote good practices in the world of work.

2.5. Research Gap

Despite a series of attempts, the effectiveness and efficiency of public institutions in Ethiopia are not yet brought to the desired level. Global experiences also suggest employee job performance is mediated by work ethics and it is a key concern in realizing efficiency and effectiveness of both public and private institutions. So far there is no adequate scientific information pertaining to ethics and employee job performance in Ethiopian public institutions.

2.6. Research Hypothesis

In this proposal the following hypothesis will be tested:

Ha1 Accountability has a positive and significant effect on employees' job performance.

Ha2 Honesty has a positive and significant effect on employees' job performance.

Ha3 Justice and respect have a positive and significant effect on employees' job performance.

Ha4 Observing values has a positive and significant effect on employees' job performance.

Ha5 Work ethics has a positive and significant effect on employees' job performance

2.7. Conceptual framework

The theoretical framework of this proposal is based on the hypotheses that employee job performance is influenced by work ethics via several variables such as accountability, honesty, justice and respect and observing values (Abunet al, 2022 and Linda et al, 2011) (Figure 1).

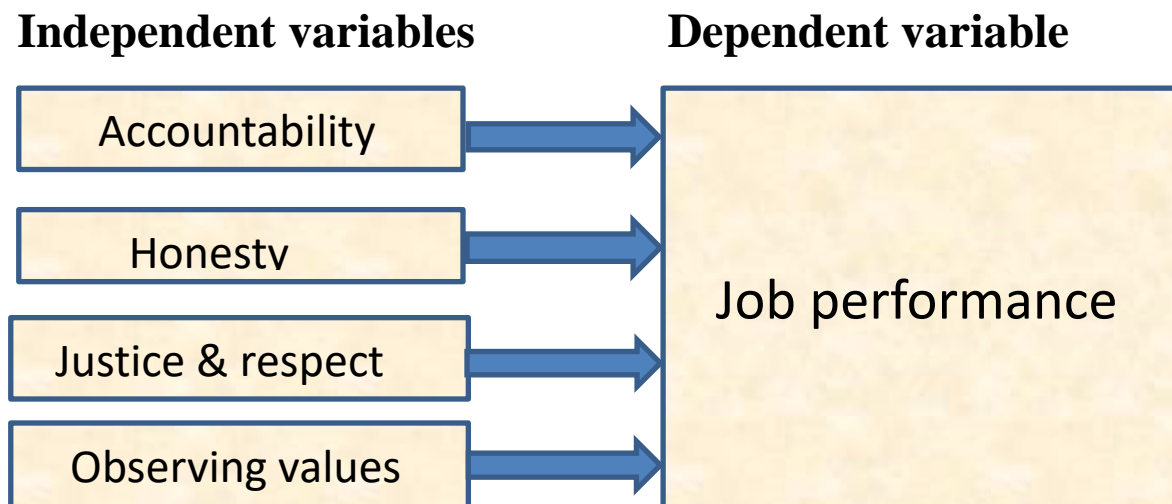


Figure 1 Conceptual frame work of work ethics and job performance (Adapted from Abun et al 2022 and Linda et al 2011).

CHAPTER THREE

RESEARCH METHODOLOGIES

Introduction

This chapter describes the location of the study, target population, sampling design and the methods to be followed in data collection, processing, and analysis.

3.1. Description of the Study Area

The proposed study was conducted in Kolfe-Keranyo sub-city administration of the Addis Ababa City Administration. Kolfe-Keranyo sub-city administration is located in the Western part of Addis Ababa city at the latitude of 9°0'49.75"N and Longitude of 38°42'21.49"E(Figure 1)



Figure 2 Geographic location of Kolfe-Keranyo sub-city Administration (Source: Addis Ababa Urban Planning and Information Institution (2014).

3.2. Research Design

Descriptive and explanatory research designs were applied in this study to gather information, summarize, present data and interpret it for the purpose of clarification. In descriptive research, the essential focus was to describe specific views or opinions and to examine the relationships and variations in the relevant variables by studying a large sample of the population (Lee and Ling, 2008). An explanatory case study can be defined as relationship between cause and effect, and clarifying how the events take place. According to Imas, 2009, the explanatory case study investigates link among variables and usually involves multi-method considerations.

3.3. Research Approach

In this thesis research, quantitative approach was used to collect primary data by using a survey questionnaire intended for users of the services from purposefully selected departments of Kolfe Keranyo sub-city where a series of complaints on service delivery were recorded. Survey respondents for this thesis were drawn from the selected pools and departments indicated in Table 1 below.

Table 1 Selected pools and departments of Kolfe–Keranyo for the current study

| Pool | Department |
|-------------------------|---------------------------------------|
| Design and construction | Design and construction |
| | Construction permission and follow up |
| Main executive | Legal |
| | Trade |
| | Peace and security |
| | Regulatory services |
| General manager | Land Administration |
| | Community service |
| | Sanitary administration |

3.3.1 Sampling Design

The sampling design involved identification of the target population, sampling technique and sample size determination as detailed in sections 3.3.1.1 to 3.3.1.4 below.

3.3.1.1 Target Population

Population is a collective term used to describe the total quantity of cases of the type which are the subject of the study. It can consist of objects, people and events (Walliman, 2011). Since population constitutes the totality of units about which the research intends to study, the population for the study comprised all employees of the Bureaus of Kolfe-Keranyo sub-city. Initially, all the departments were clustered into two categories: those which provide direct service to users and those which play an overall coordinating role. The samples for the study were then taken randomly from those departments which provided direct service to users and where serious complaints were

registered. The survey respondents were users/ beneficiaries of the services from purposefully selected pools and departments indicated in Table 1. About 40 respondents balanced for sex were used from each department adding to a total of 322 respondents.

3.3.1.2 Sampling Technique

Random sampling techniques were used in order to obtain representatives from each department. For sample size calculation of unknown population size, as per the following formula as described by Shete et al (2020) was used:

$$n = z^2 \times [p \times q] / d^2,$$

Where

n is the sample size,

P is the estimated proportion of the study variable or construct based on previous studies or pilot studies (70%), (Shete et al 2020)

q = 1-P (30%), and

d is the margin of error (5%).

z is the Z-score or a standard normal deviate corresponding to (100%, $\alpha/2\%$),

Where α refers to the significance level or the probability of making a type I error.

The Z score for different significance levels i.e 1.96 for 5%, 1.28 for 10%, and 2.58 for 1% was used

Based on this calculation the sample size was 322.

3.4 Data Collection

3.4.1 Data Sources and types

Both primary and secondary data on the present situations of the work ethics and job performance in selected departments of Kolfe-keranyo sub-city were collected from selected staff using standard procedures. In terms of primary data information from interview of the employees pertaining to biographical information, individual employee ethics and individual job performance were collected.

3.4.2 Data Collection Method

3.4.2.1 Questionnaire Method (do Not Mark)

Self-administered survey questionnaire encompassing biographical information (Part A) and survey questionnaire for users (Part B) was used to collect the required information. The items in

the questionnaire were anchored on a 5 point Likert scale ranging from strongly agree (5) to strongly agree (1). The questionnaire (Eyerusalem 2022) also contained demographic characteristics of respondents such as gender, age, qualification and years in service. This method was used to capture data from the operational staff. The questionnaire method was preferred because it allows respondents' freedom in answering the questions and questions can be answered at a respondent's convenient time.

The following numerical scale was used in the survey questionnaire:

5 Strongly agree

4 Agree

3 Not agree

2 Disagree

1 Strongly disagree

The mean scores will be interpreted using the following guide (Table 2)

Table 2 Guide for the scale to be applied in the current study

| No | Mean of the scale | Range of the scale | Verbal interpretation |
|----|-------------------|--------------------|-----------------------|
| 1 | 5 | 4.5–5.00 | Very high |
| 2 | 4 | 3.5–4.49 | High |
| 3 | 3 | 2.5–3.49 | Medium |
| 4 | 2 | 1.5–2.49 | Low |
| 5 | 1 | 1.00–1.49 | Very low |

The five-point Likert scale (5 being the highest and 1 the lowest) standard survey questionnaire was prepared in English and translated into Amharic for data collection. The data collection tools were pretested among the participants of the study, including senior staff to see whether the questions were well understood and correctly interpreted. Based on the feedback, adjustment was made on the questionnaire as per the pre-test result.

3.4.3. Data Collection Procedure

Upon approval of the research proposal, the researchers acquired a letter of support from the SMU, and present it to Kolfe-keranyo sub-city seeking for permission to conduct a study in their organisation. After receiving permission to conduct the study from the sub-city, the process of data collection began formally. The researcher distributed the questionnaires to the survey respondents getting services from the selected departments mentioned in Table 1.

3.5. Methods of Data Analysis

3.5.1. Descriptive statistics

The collected data was entered into a standard data sheet, cleaned and analysed using the quantitative type of inferential analysis method. Analysis on parameters including mean, frequency and standard deviation was done to describe the data and interpret the results. A descriptive statistic allows a researcher to thoroughly investigate the background of the research. There are many different contexts in which the use of a descriptive is beneficial such as to validate existing conditions to compare variables, to define opinions traits, and behaviours.

3.5.2. Inferential statistics

Inferential statistics in terms of correlation and regression were used to identify important patterns, possible associations among variables and to evaluate the extent of the effect of work ethics on job performance. Correlation analysis was used to evaluate the direction of the relationship between the dependent and independent variables. Along with this, regression analysis was used to find out the influence of the independent variable over the dependent variable.

SPSS software was applied to encode and analyse the data. Information on factors influencing employee ethics and job performance of the employees was generated using multiple regression equation described below. The purpose was to understand the relationship between a single dependent variable and several independent variables with whole purpose of predicting the dependent variable from independent variables.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where: -

Y= job performance of the offices within Kolfe-Keranyo sub-city

β_0 =constant

$\beta_1, \beta_2, \beta_3$ and β_4 = regression coefficients

X1= Accountability

X2= Honesty

X3= Justice and respect

X4= Observing values

ϵ =Error Term

3.5.3. Validity Analysis

Validity is the ability of a research instrument to collect data that is justifiable; that is, being able to measure what is intended to measure (Odiya, 2009). The researcher gave instruments to two research experts who commented on the relevance of the items in the instruments. A detailed discussion was made with them regarding purpose of the study, content and language in the research instruments. The researcher then modified the research instruments by removing unclear questions and remaining with only those relevant for the study objectives. Content Validity Index (CVI) was determined by dividing number of items rated right to the total number of items in the tool by two judges and take an average of the two judges. In this study total number of items rated right was 34 out of 38 items by judge 1 indicating CVI of 89.5 while Judge 2 rated 32 items right out of 38 indicating CVI of 84.21. Therefore the average content validity index was 86.86.

3.5.4. Reliability Analysis

Reliability statistics is a means to measure consistency in producing similar results on different but comparable occasions. For research to be reliable, it must be replicated, similar or identical. If researchers know that their research is reliable, then there is less risk of their taking a chance pattern or trend exhibited by their sample and using it to make assumptions about the population as whole. According to Cronbach's, 1951, Cronbach's Alpha (α) greater than 0.600 is very acceptable while Cohen and Sayag, 2010 also stated that Cronbach's Alpha (α) greater than 0.700 is very acceptable. The results of reliability test based on the Cronbach's alpha value for this study was found to be greater than 0.800 (Table 3). Thus, the survey instrument and the data were reliable.

Table 3 Reliability Test Results for the variables studied

| S.no | Variables | Cronbach-alpha | No. of items |
|------|----------------|----------------|--------------|
| 1 | Accountability | 0.886 | 8 |

| | | | |
|---|------------------------|-------|---|
| 2 | Honesty | 0.889 | 8 |
| 3 | Justice and respect | 0.890 | 8 |
| 4 | Observing values | 0.856 | 8 |
| 5 | Job performance | 0.824 | 5 |
| | All selected variables | 0.869 | |

3.6. Ethical considerations

Since this research involves human subjects entirely, due attention was given to ethical issues. First, the identities of those taking part in the research were kept anonymous to the people other than the researcher. Second, participants were fully informed about what would be expected of them in the process and asked for their consent to participate in the study.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

The fourth chapter deals with the analysis, discussion and findings of the research study work that deals with the effect of work ethics on employees' job performance in Kolfe-Keranyo sub-city of Addis Ababa city Administration. The chapter includes the response rate, demographic data, the result or findings, the interpretation and discussion, data presentation tools statically symbols, summary of the chapter and the link between chapters 4 & 5 based on the research study report section. The quantitative data that was gathered and organized and coded was analyzed. Accordingly, the results of the coded data were translated to a tabular form using frequency and percentages distributions in accordance with the value given for the coded categories above and below the median as high & low and then the analysis of the tabular data was explained under it.

4.2 Response Rate

This chapter describes the effect of work ethics on employees' job performance in Kolfe- Keranyo sub-city of Addis Ababa city Administration. The survey had a sample size of 321 respondents while the returned questionnaires were 269 indicating a response rate of 84.4% (Table 4). It is a reliable response rate for data analysis as Babbie (2002) posited that any response of 50% and above is adequate for analysis. Moreover, it is possible to generalize that as the response rate indicates all of the respondents were happy towards the study and its findings.

Table 4 Respondent's rate of response

| No. | Respondents category | Frequency | Percentage |
|-------|----------------------|-----------|------------|
| 1 | Responded | 269 | 83.80% |
| 2 | Did not respond | 52 | 16.20% |
| Total | | 321 | 100% |

(Source: SPSS output researcher survey data, 2024)

4.3 General Information of the Respondents

This section profiles the respondents in respect to gender, age, level of education, year of experience and training to participate in one year of the respondents of employee's job performance. The items in the research instruments used in the study informed profiling of the respondents.

4.3.1 Gender of respondents

The study did not consider any of the gender in the selection of respondents. Respondents were asked to indicate their gender. From the findings, the males were noted to be the majority of the respondents at 159 (59.1%) and the females were noted to be 110 (40.9%) as shown in table 5 below. This indicates the majority of the respondents were males.

Table 5 Gender of the respondents

| Gender of the respondents | | | | | |
|---------------------------|--------|-----------|---------|---------------|--------------------|
| Variables | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Men | 159 | 59.1 | 59.1 | 59.1 |
| | Female | 110 | 40.9 | 40.9 | 100.0 |
| | Total | 269 | 100.0 | 100.0 | |
| Total | | 269 | 100.0 | | |

Source: - SPSS output 2024

4.3.2 Age of the respondents

Respondent were also asked to indicate their age group in years. This was done to understand the age distribution of the respondents since an individual's age was not a consideration in the selection of respondents in this study. Age groups were classified into five categories: 18-25years; 26-35 years, 36-45 years, 46-55 years and 56 and above years. Concerning the respondent Age category, the majority 81 (30.1%) of respondents participated at the age of 26-35 years old, similarly the second highest number 80 (29.7%) of respondents participated at the age of 36-45 years. On other hand, the participants that accounted for 57(21.2%) were the ones in the age category of 46-55 years old and 37(13.8%) the respondents were 18-25 years old. o On the other hand, participants in the age group of 56 and above accounted for 14(5.2%). This confirms that 81 (30.1%) of respondents were youths between the age of 26–35 years. About the age, distribution the majority of the respondents were found to be young and knew well about the effect of work ethics on employees' job performance in Kolfe-Keranyo sub-city of Addis Ababa city Administration.

4.3.3 Education level of respondents

Respondents were asked to indicate their highest level of education. Respondents' level of education was considered important in this study in respect to responding to the research instruments as well as understanding work ethics on employees' job performance. The study sought to establish the educational level of respondents. It was found 16 respondents (5.9%) had technical and vocational education diploma followed by those having College diploma 48 (17.8%). On the other hand, respondents with possessing Bachelor's (first) degree were the majority, numbering 131(48.7%) and those with Master's (2nd degree) numbered 54 (20.1%). On the other hand, 16 (5.9%) respondents have doctorate degrees. The results indicate that most of the respondents are educated and have knowledge about the effect of work ethics on employees' job performance in Kolfe-Keranyo sub-city of Addis Ababa city Administration, 47.7%) of whom had at least Bachelor's (first) degree.

4.3.4 Marital status of the respondents

Respondents were asked to indicate their marital status and the majority of the respondents, i.e., 119 (44.2%) were married while 57 (21.2%) of them were single (Table 6). On the other hand, 54(20.1%) were separated. The remaining 31(11.5%) and 8(3%) of the respondents were divorced and widowed respectively. The results indicate that the majority of the respondents were married and have basic knowledge about the effect of work ethics on employees' job performance in Kolfe-Keranyo sub-city of Addis Ababa city Administration

Table 6 Marital status of respondents

| Marital status of the customers | | | | | |
|---------------------------------|-----------|-----------|---------|---------------|--------------------|
| Variable | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Single | 57 | 21.2 | 21.2 | 21.2 |
| | Married | 119 | 44.2 | 44.2 | 65.4 |
| | Separated | 54 | 20.1 | 20.1 | 85.5 |
| | Divorced | 31 | 11.5 | 11.5 | 97.0 |
| | Widowed | 8 | 3.0 | 3.0 | 100.0 |
| | Total | 269 | 100.0 | 100.0 | |

Source: - SPSS output 2024

4.3.5 Monthly salary of respondents

Respondents were also asked to indicate their monthly salaries they earn. The majority of the respondents, i.e., 104 (38.7%) earned a monthly salary ranging between 5001 to 8000 ETB, 68 respondents (25.3%) earned 3001–5000 ETB (Table 7). On the other hand, 52(18.6%) earned monthly salary of 8001 ETB and above, 35(13%) of the respondents earned a monthly salary of 1501–3000 ETB and 10(3.7%) earned a monthly salary of 500–1500. In general, the majority of the respondents were earning a monthly salary of 5001–8000 ETB.

Table 7 Monthly salary of the respondents (in ETB)

| Monthly salary | | Frequency | Percent |
|----------------|----------------|-----------|---------|
| Valid | 500–1500 | 10 | 3.7 |
| | 1501–3000 | 35 | 13.0 |
| | 3001–5000 | 68 | 25.3 |
| | 5001–8000 | 104 | 38.7 |
| | 8001 and above | 52 | 18.6 |
| | Total | 269 | 100.0 |

Source: - SPSS output 2024

4.4 Descriptive Statistics

This section describes descriptive statistics of the research variables accountability, honesty, justice and respect, observing values and job performance. The questions were scaled by using a five point Likert scale described in table 2 above. Overall summary of the descriptive statistics of employee ethics and Job performance are comprehensively described in table 8 below

Table 8 Summary of descriptive statistics of employee ethics and job performance

| Variables | Mean | SD |
|-------------------|-------|-------|
| Accountability | 2.980 | 1.068 |
| Honesty | 3.155 | 1.016 |
| Justice & respect | 3.215 | 1.226 |
| Observing values | 3.190 | 0.929 |
| Job performance | 3.720 | 0.872 |

4.4.1. Accountability

Based on the response of survey respondents, the overall mean for accountability was 2.98 with SD of 1.068. Above average scores were registered for (1) employees accepting gift for the job they are doing, (2) the employees abide by the code of ethics, (3) the civil servants value the customers, (4). Employees feel responsible for the service they are required to deliver and (5) employees humble themselves to be accountable for the result.

4.4.2. Honesty

The respective overall mean and SD for honesty were 3.155 and 1.066. Above average records were registered for the civil servant promoting a positive institutional culture (3.25), the civil servants honestly follow the procedure set by the institution (3.23) and civil servants are generally open enough (3.18). In general honesty was noted to be among the key dimensions of work ethics influencing employee's job performance in Kolfe-Keranyo sub-city of Addis Ababa city Administration.

4.4.3. Justice and respect

The respective overall mean and SD for justice and respect were 3.215 and 1.226. Average results were recorded for employees feel like part of the organization (3.28), voices and concerns of customers are properly listened (3.25), decisions are made in a fair and transparent way (3.25).

4.4.4. Observing values

The respective overall mean and SD for observing values were 3.19 and 0.929. Above average records were noted for employees provided with personal responsibility (3.33), satisfaction of with overall service delivery of the employees (3.22) and the employees having a positive communication in their service delivery (3.21).

4.4.5. Employee job performance

Pertaining to employee job performance, the overall mean and Standard deviation were 3.72 and 0.872. Above average vales were noted for employees knowledge on setting priorities (3.97), employees commitment to deliver tasks has been improving (3.84) employees look for ways to improve their wok performance (3.82) and employees creative solutions to new problems (3.82).

4.5 Correlation Analysis

The product moment correlation coefficient was used to investigate the relationship between independent variables (work ethics) and employee's job performance and to evaluate strength of the relationship. The product moment correlation coefficient is the most widely used method of measuring the degree of relationship between two variables (Kothari, 2004). This coefficient assumes that there is linear relationship between the two variables. Positive values of "r" indicate positive correlation between the two variables whereas negative values of r" indicate negative correlation. According to Bartz, 2009, Correlation coefficient of 1.00 indicates perfect relationship, 0.8 and higher indicates very strong, 0.6-8 indicates strong, 0.4-0.6 indicates moderate, 0.2-0.4 indicates low, 0.2 or lower indicates very low while 0.00 indicates no relationship at all. Results of correlations are given in Table 9 below.

Table 9 Correlations of ethics and job performance

| | | Correlations | | | | |
|---------------------|---------------------|----------------|---------|-------------------|------------------|-----------------|
| Variables | | Accountability | Honesty | Justice & Respect | Observing Values | Job performance |
| Accountability | Pearson Correlation | 1 | .895** | .849** | .916** | .686** |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .000 |
| | N | 269 | 269 | 269 | 269 | 269 |
| Honesty | Pearson Correlation | .895** | 1 | .888** | .896** | .716** |
| | Sig. (2-tailed) | .000 | | .000 | .000 | .000 |
| | N | 269 | 269 | 269 | 269 | 269 |
| Justice and Respect | Pearson Correlation | .849** | .888** | 1 | .841** | .688** |
| | Sig. (2-tailed) | .000 | .000 | | .000 | .000 |
| | N | 269 | 269 | 269 | 269 | 269 |
| Observing values | Pearson Correlation | .916** | .896** | .841** | 1 | .675** |
| | Sig. (2-tailed) | .000 | .000 | .000 | | .000 |
| | N | 269 | 269 | 269 | 269 | 269 |
| Job performance | Pearson Correlation | .686** | .716** | .688** | .675** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | |
| | N | 269 | 269 | 269 | 269 | 269 |

** . Correlation is significant at the 0.01 level (2-tailed), **Source:** Own survey, 2024

The respective correlation coefficients of accountability, honesty, justice and respect, and observing values with employee job performance in this study were 0.686, 0.716, 0.688, and 0.675 indicating a strong and positive relationship between employee work ethics and job performance.

The results of the association between employee ethics and job performance in this study corroborates the results of studies on work ethics and employee job performance in Uganda (Livingstone, 2021), Kenya (Abungo et al, 2019), Tanzania (Ndabahaliye,2013), Nigeria (Omisere et al 2015), Philippines (Helen et al 2022, Alvarado, et al 2022) and Jordan (Mohammed 2020).

4.6 Regression Analysis

Multiple regression analysis is usually used to study the relationship between a dependent (response) variable and independent variables (predictors, repressors“, IV“s). The analysis relates one dependent variable to a linear combination of one or more independent variables. Regression identifies how much each independent variable has an effect on dependent variable. Multiple regression analysis calculates multiple correlation coefficients and R-square (Kerlinger and Lee, 2000).

4.6.1 Testing assumptions of multiple regression model

For conducting multiple regression analysis, assessment of whether the collected data satisfies multiple regression model assumptions or not is a pre-requisite. According to Dhakal, (2018) any fit of a multiple regression model is valid, if and only if it satisfies assumptions of linear relationship between, data must not show multi-Collinearity, Homoscedasticity, and the residuals (errors) are approximately normally distributed. The tested assumptions are shown as follows:

Assumption 1: Linearity Test

Linearity means the relationship between dependent and independent variables is characterized by a straight line (linear). This allows the researcher to predict the dependent variable based on one or more several independent variables. In the current study, this assumption was checked through a scatter plot by looking at whether the two variables approximately form a straight line. As presented figure 3 there was linear relationship between dependent and each of independent variables in the study area.

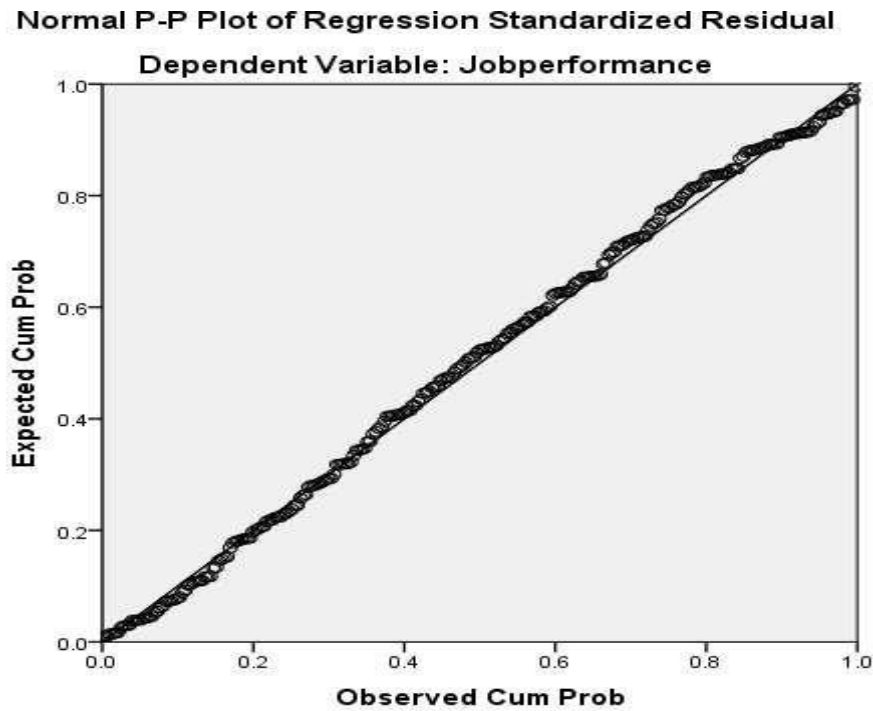


Figure 3 Linearity test

Source: Own survey, 2024

Assumption 2: Multi-Collinearity Test

Multi-Collinearity is the undesirable situation when one independent variable is a linear function of other independent variables or high correlations between the independent variables (Gelman, 2006). Andy (2006) suggests that a tolerance value less than 0.1 almost certainly indicates a serious Collinearity problem. A variance inflation factor (VIF) which is a measure of the amount of multi- Collinearity in regression analysis. Multi-Collinearity exists when there is a correlation between multiple independent variables in a multiple regression model.

As indicated in table 10, the Variance Inflation Factor in this study did not exceed the allowable value of 10 (Liu, (2010) and multi-Collinearity problem does not exist.

Table 10 VIF and Tolerance

| Variables | Tolerance | VIF |
|---------------------|-----------|-------|
| Accountability | 0.755 | 1.325 |
| Honesty | 0.953 | 1.049 |
| Justice and Respect | 0.669 | 1.495 |
| Observing values | 0.590 | 1.695 |

Assumption 3: Normality Test

Most statistical analysis works on the assumption and requirements of normality (Kline, 2016). Pallant (2011) explained normal distribution as it describes a symmetrical bell-shaped curve that portrays the greatest frequency of scores in the middle, with smaller frequencies towards the extremes (Figure 4).

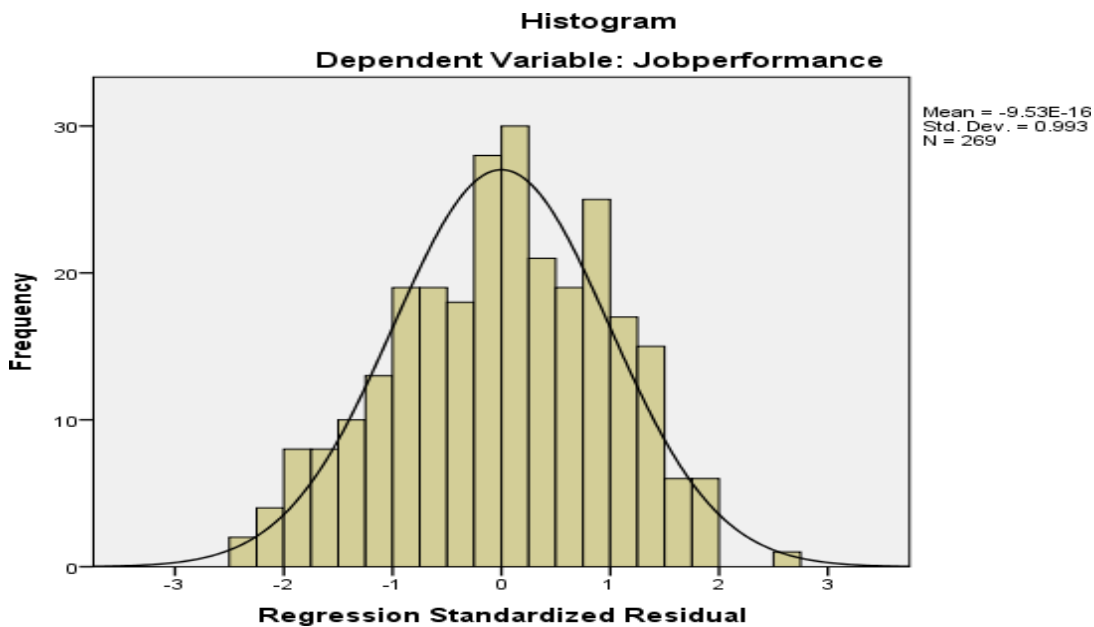


Figure 4 Normality test

Source: Own survey, 2024

Assumption 4 Homoscedasticity Test

Assumption 4 is based on Homoscedasticity Test which assumes the variation in the residuals (or amount of error in the model) is similar at each point across the model. In other words, the spread of the residuals are fairly constant at each point of the predictor variables (or across the linear model). This information can be captured by looking at the original scatter plot but to properly test this, we need to use SPSS to produce a special scatter plot for us that includes the whole model (and not just the individual predictors). To test this assumption, we also need to plot the standardized values our model would predict, against the standardized residuals obtained. As shown in figure 5 below, the spread of the residuals were fairly constant at each point of the predictor variables or our plot of standardized residuals vs standardized predicted values showed no obvious signs of funnelling, suggesting the assumption of homoscedasticity has been met.

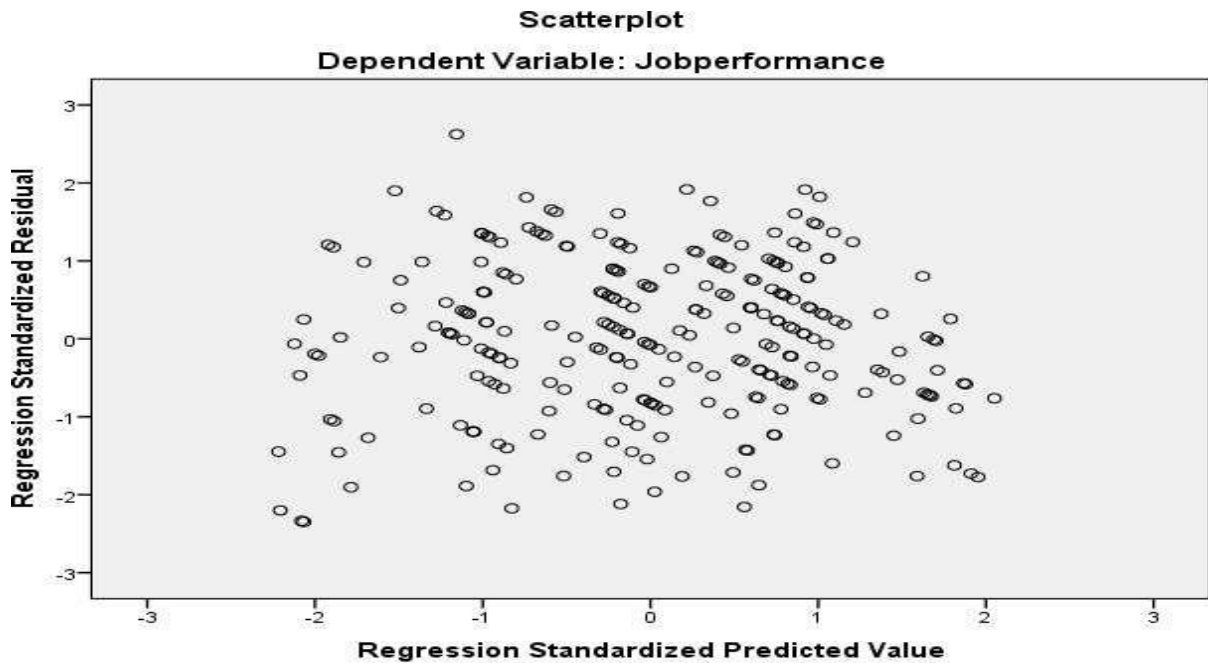


Figure 5 Homoscedasticity Test

Source: Own survey, 2024

4.6.2 Result of Regression Analysis

Multiple regression analysis calculates multiple correlation coefficients and R-square. The contribution of independent variables towards dependent variable is measured by Beta value and can be explained on bases of p or t values. The findings of this thesis are presented in the model summaries described in table 11 below:

Table 11 Model Summaries

| Model summary | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .729 ^a | .531 | .524 | .26950 |

a. Predictors: (Constant), Observing values, Justice and Respect, Accountability, Honesty

b. Dependent Variable: Job performance

Source: Own survey, 2024

In Table 11, R value represents the correlation strength between dependent variable and independent variables of the study. The value 0.729 shows strong correlation between variables tested (dependent and independent variables) R-square is the coefficient of determination and measures the proportion of variance in dependent variable (Job performance) that is explained by independent variables (Observing values, Justice and Respect, Accountability, Honesty) in Kolfe-Keranyo sub-city of Addis Ababa city Administration. Thus, in this study 52.4 percent of the

variation was explained by the model. The coefficient of determination in this study is higher than the coefficient determination (0.38) reported by (Wijaksana et al 2021) for employee job performance in Indonesia. According to Kan 2023, R-square between 0.50 to 0.99 is acceptable in social science research especially when most of the explanatory variables are statistically significant. The only caution to this is that the high R-squared should not be caused by spurious causation or multi-Collinearity among the explanatory variables.

Table 12 shows whether the test carried out was statistically significant for the regression model used in the study using ANOVA and degree of variability. Since the sig = .000 which is less than 0.05, the model is good fit of the data tested i.e. the independent variables (Observing values, Justice and Respect, Accountability, Honesty) statistically significant to predict the dependent variable (Job performance) at Kolfe-Keranyo sub-city of Addis Ababa city Administration and the F calculated at 5% level of significance is 74.829 this shows that the overall model is significant.

Table 12 ANOVA

| ANOVA ^a | | | | | |
|--------------------|------------|----------------|-----|-------------|--------|
| Model | | Sum of Squares | Df | Mean Square | F |
| 1 | Regression | 21.740 | 4 | 5.435 | 74.829 |
| | Residual | 19.175 | 264 | .073 | |
| | Total | 40.915 | 268 | | |

a. Dependent Variable: Job performance

b. Predictors: (Constant), Observing values, Justice and Respect, Accountability, Honesty

Source: Own survey, 2024

Regression Coefficient

The results of regression coefficients of this study are given in table 13. According to Kabir (2016) one of the approaches used to test a research hypothesis is *p*-value approach. In this approach, researchers compute the *p*-value on the basis of a test statistic and then compare it with the significance level (test size). If the *p*-value is smaller than the significance level, researches reject the null hypothesis. A *p*-value is considered as amount of risk that researchers have to take when rejecting the null hypothesis. This study used the test size of $\alpha = .05$ which is at 95% confidence

level or 5% level significance. Pallet (2016) states the general rule to reject H_0 if $p < 0.05$ and accept H_0 if $p \geq 0.05$. Table 12 above presents regression coefficient result.

Table 13 Regression Coefficients

| Coefficients ^a | | | | | | |
|---------------------------|---------------------|-----------------------------|------------|-----------------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients Beta | T | Sig |
| | | B | Std. Error | | | |
| 1 | (Constant) | 2.742 | .061 | | 44.696 | .000 |
| | Accountability | .701 | .052 | .157 | 1.339 | .000 |
| | Honesty | .152 | .048 | .375 | 3.150 | .002 |
| | Justice and Respect | .791 | .038 | .196 | 2.058 | .004 |
| | Observing values | .120 | .051 | .029 | .247 | .005 |

a. Dependent Variable: Job performance

Source: Own survey, 2024

According to Dhakal (2018) unstandardized coefficients indicate how much the dependent variable varies with an independent variable when all other independent variables are held constant. The regression coefficient provides the expected change in the dependent variable for a one-unit increase in the independent variable. In order to measure the contribution of each independent variable on the dependent variable the study considered the following model specification by using unstandardized coefficient values.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where: - Y= Job performance of the selected company/institution

β_0 =constant

$\beta_1, \beta_2, \beta_3,$ and β_4 = regression coefficients

X1= Accountability X2= Honesty X3= Justice and respect X4= Observing values

ϵ =Error Term

The table above shows that accountability significantly contributes to employee performance by 15.7% at (beta = 0.157, p-value = 0.000); honesty significantly contributed to employee performance by 37.5% (beta = 0.375, p-value = 0.002); justice and respect significantly contributed

19.6% (beta = 0.196, p-value = 0.004), and observing values significantly contributed 2.9 (p-value= 0.005). This implied accountability, honesty, justice and respect and observing values were significant predictors of employee performance.

Keeping all other variables constant, for every one-unit increment in accountability, honesty, justice and respect and observing values the respective changes in job performance were 15.7, 37.5, 19.6 and 2.9 percent. From the studied variables, honesty and Justice/respect were the most important followed by honesty and observing values.

4.7. Discussion

The current study established a significant positive relationship between employee ethics and job performance. Thus, it is consequently concluded that employee ethics in terms the studied variables have a significant positive effect on employee performance at Kolfe-keranyo sub-city. The current study also showed presence of a significant relationship between work ethics and Job performance. Consistent with previous research by Hunt (1994), Miller et. al., (2001) and Fiorito et. al. (2007), work ethics was proved to be a good predictor of employee job performance. Good work ethics results in high employee's performance implying that improving work ethics leads to enhanced overall organizational performance. The studied variables in this study captured about 52.4 percent of the variation in job performance by focussing only on task performance which is higher than the coefficient of determination for employee job performance in Indonesia (0.38) as reported by (Wikjasana et al 2021). In future studies, including other variables such as contextual work performance and counter-productive work behaviour could help to capture wider perspectives of employee job performance.

The success of an organization depends on the management and employees. Management has to assign duties and responsibilities to each member of the organization according to their capabilities and define strategies on how to guide work processes and how to motivate employees so that they are motivated to perform their tasks. Given those requirements in place, however, it is not a guarantee that individual employees will successfully perform their tasks and achieve their objectives. Individual employees' performance is always caused by other different factors in the organization. Besides leadership and management, performance is also caused by many different other factors like employee job performance. Monitoring employee job performance helps the management to improve organizational performance. This is crucially important because once the performance is affected negatively by employee ethics and performance, the organizational

objectives can suffer. As Abun, et al (2022) pointed out it is the individual work performance which is the building block on which the success of an organization and the entire economy is based.

From this research, it is therefore recommended that employees' integrity and commitment should be strengthened; and work attitude should be given positive attention since an improvement in work attitude would lead to an improvement in employee performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMENDATIONS

5.1 Summary of Major Findings

5.1.1. General Profile of Survey Respondents

In terms of gender, the proportion of female and male was 40.9 and 59.1 percent indicating more participants of male. Pertaining to age, the majority (30.1%) of respondents were aged between 26–35 years old (the youth) followed by respondents that are aged between 36 to 45 years (29.7 %) indicating the respondents aged between 26 to 45 constituted almost 60% of the participants.

5.1.2. Descriptive Statistics of Employee Ethics and Job performance

The respective mean of employee ethics in terms of accountability, honesty, justice/ respect and observing values were 2.98, 3.155, 3.215 and 3.19, indicating low level of employee ethics as judged by survey respondents. With over all mean value of 3.72, job performance, the employees in the thus study was noted to be of moderate performance.

5.1.3. Correlation of Employee Ethics and Job performance

Pertaining to association between employee ethics and job performance, the results of this study revealed respective correlation coefficients of 0.686, 0.716, 0.688 and 0.675 for accountability, honesty, justice/respect and observing values indicating the presence of highly significant and positive association between ethics and employee job performance. The overall correlation between dependent variable and independent variables in this study was 0.729 indicating strong correlation between variables tested (dependent and independent variables).

5.1.4. Regression Analysis

Presence of linear relationship between dependent and each of independent variables was recorded in this study. In terms of Linearity test, normality test, a symmetrical bell-shaped curve that portrays the greatest frequency of scores in the middle, with smaller frequencies towards the extremes was also noted indicating the data had a pattern of normal distribution. In terms of homoscedasticity test, the spread of the residuals were fairly constant at each point of the predictor variables suggesting the assumption of homoscedasticity has been met. There was linear relationship between dependent and each of the independent variables in this study and Multi-Collinearity problem did not exist in this data set. The proportion of variance in dependent variable (Job performance) that is explained by independent variables (observing values, justice and respect,

accountability, honesty) was 52.4 percent indicating most of the variation was captured by the model. From the ANOVA, the model was noted to have a good fit (with significance level of 0.000) in predicting the dependent variable i.e employee job performance from the independent variables (Observing values, Justice and Respect, Accountability, Honesty).

Keeping all other variables constant, for every one-unit increment in accountability, honesty, justice and respect and observing values the respective changes in job performance were 15.7, 37.5, 19.6 and 2.9 percent. From the studied variables, honesty and Justice/respect were the most important variables followed by honesty and observing values.

5.2 Conclusion

From the general profile of survey respondents it is concluded that the respondents were dominated by male and youth. As judged by survey respondents, the overall mean of employee ethics was 3.19 indicating low level of ethics. From correlation analysis of this study, it is concluded that employee ethics in terms of accountability, honesty, Justice/ respect and observing values significantly affects employee job performance at Kolfe-keranyo sub-city. From the various tests required for regression analysis i.e linearity test, multi-Collinearity test, normality test and homoscedasticity test it was proven that the data is fit for regression analysis. From the regression analysis, it is concluded that most of the variation (52.4 percent) in employee job performance is explained by the regression model. With respective beta coefficients of 0.375 and 0.196 for honesty and justice/respect these variables were noted to be the most important explanatory variables influencing job performance of employees in Kolfe-Keranyo sub-city. In a net shell, the consist findings of descriptive statistics, correlation and regression analysis in this study have established the presence of strong and positive association between work ethics and employee job performance. Thus, strengthening employee commitment via work ethics is instrumental in improving job performance at Kolfe-keranyo sub-city. While aiming at improving employee work ethics and job performance, it is worth giving special attention to the most influencing variables i.e honesty and justice/respect as identified in this study.

5.3 Recommendations

Regarding employee ethics, the study findings revealed a positive and strong relationship between employee ethics (accountability, honesty, justice/respect and observing values) and employee job performance. Among the variables of employee ethics, special attention is required for honesty and justice and respect. Kolfe-keranyo sub-city should, therefore, boost employees' job performance

primarily by enhancing ethics of the staff on duty and by hiring people with values that align with the organization's values as well as those with a good ethics to deliver the intended output.

5.4 Areas for further study

This study focused on four areas of work ethics including accountability, honesty, justice/ respect and observing values representing wider perspectives of ethics. However, in relation to employee job performance, the current research has mainly focused on task performance. Thus, future research should include contextual work performance and counter-productive work behaviour to capture the whole range of work performance. Future research should also focus on more public institutions i.e sub-cities of Addis Ababa particularly departments of land administration, design and construction, legal services, revenue, trade and community services. Additionally other methods of data collection such as cross-sectional and longitudinal methods should be used to get more rigorous and sound research findings.

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Annex 1 Description of Kolfe-Keranyo Sub-city Administration offices

| No | Pool | Offices accountable to the pool |
|----------|-------------------------------------|--------------------------------------------------|
| 1 | Public service pool | Public service |
| | | Health office |
| | | Culture, Tourism |
| | | Drug and food control |
| | | Government Building Administration |
| | | Women, children and social affair |
| | | Education office |
| | | Communication |
| 2 | Design and construction pool | Design construction works |
| | | Administration and finance |
| | | Construction permission control and monitoring |
| | | Work enterprise and industry development |
| | | House development administration |
| | | Community participation |
| | | Youth and sports |
| | | Technic skill Training |
| 3 | Main Executive | Union |
| | | Finance |
| | | Hidase |
| | | House of representatives |
| | | Urban agriculture |
| | | Justice |
| | | Main executive |
| | | Trade |
| | | Pease and security |
| | | |
| | | Plan commission |
| 4 | General Manager pool | Land administration |
| | | Community Registration and Social Service Agency |
| | | Environmental protection |
| | | City beauty and greening |
| | | General manager |
| | | City cleaning administration |

St Marry University

School of Graduate studies

Masters of Business Administration (MBA)

Self-Administered Survey Questionnaire

The following survey is part of a research project entitled **Assessment of Work Ethics and its influence on job performance: The case of Kolfe-Keranyo sub-city**. The information you provide is used for research purposes only, and will be kept confidential at all times. The questionnaire would take approximately 30 minutes of your time and I kindly request you to remember that the quality of this work is completely dependent upon your frank opinions. Please consider each statement carefully before you give it an evaluation. If you have any questions or concerns in filling the questionnaire, please contact the researcher at 0911-365142.

Thank you very much for your kind cooperation.

Annex 2 Part A: Biographical Information Instruction:

Please encircle the letter of your choice from the options provided.

1. Gender a. Male b. Female
2. Age a. 18 – 25 b. 26 – 35 c. 36 – 45 d. 46 – 55 e. 56 & above
3. Marital status a. Single b. Married c. Separated d. Divorced e. Widowed
4. Monthly salary a. 500 – 1500 b. 1501 – 3000 c. 3001 - 5000 d. 5001 – 8000 e. 8001 and above
5. How long have you worked for the civil service?
 - a. Less than six months b. Six months to a year c. 1+ year to five years d. 5+ years to 10 years e. 10+ years to 20 years f. More than 20 years
6. What is the highest educational qualification you obtained?
 - a. Technic and vocational diploma b. College diploma c. Bachelor's degree d. Master's degree e. PhD
 - f. Other_____
7. Which of the following position classifications best describes your current title or position?
 - a. Official/Manager b. Professional c. Technician d. Office Support/Clerical
8. In your current job, do you directly deal with service users/citizens? a. Yes b. No

Annex 2 Part B: Survey questionnaire for users on individual employee ethics and Job performance

Instruction 1: Below are statements about individual work ethics and job performance. Please put a tick mark on one of the levels of agreement that best describes your degree of agreement with each statement listed in the table.

| Description | Strongly Agree | Agree | Neutral | Disagree | Strongly disagree |
|-----------------------------------------------------------------------------------------------------------------------------|-----------------------|--------------|----------------|-----------------|--------------------------|
| 1.Accountability | | | | | |
| 1 At the organization you are getting services, the quality services are attended | | | | | |
| 2 At the organization you are getting services the employees feel responsible for the services they are required to deliver | | | | | |
| 3 At the organization you are served, employees feel like a part of the organization | | | | | |
| 4 At the organization you are getting services the employees abide by the code of Ethics. | | | | | |
| 5.The Employees humble themselves to be accountable for result | | | | | |

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| 6. Employees provide accurate information for the user | | | | | |
| 7. The employees don't accept gifts for the job they are doing | | | | | |
| 8. The civil servants value their customers | | | | | |
| 2.Honesty | | | | | |
| 1 At the organization you are getting services the employees are honest | | | | | |
| 2 Employees do not leak information that benefits persons who do business with the institution. | | | | | |
| 3 At the organization you are getting services, the opinion of the citizens is monitored | | | | | |
| 4 At the organization you are getting services the activities of civil servants are generally open enough | | | | | |
| 5. The civil service institutions monitor the opinion of the citizens through citizen feedback? | | | | | |
| 6. The civil servants honestly follow the | | | | | |

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| procedures set by the institution | | | | | |
| 7. In the organization where you are getting services, democratic right of the service user (client) is respected | | | | | |
| 8. The civil servants promote a positive institutional culture | | | | | |
| 3. Justice and Respect | | | | | |
| 1. I am usually treated with respect by the service providers. | | | | | |
| 2. The service providers usually treat all type of people fairly. | | | | | |
| 3. The employees where I am getting services feel like part of the organization. | | | | | |
| 4 The employees make decision in a fair and transparent way | | | | | |
| 5.The employees treat all customer equally and fairly | | | | | |
| 6. At the institution where you are getting services, your voice and concern are properly listened | | | | | |
| 7. At the institution where I am getting services, they use | | | | | |

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| different methods to disclose abuse | | | | | |
| 8. The employees have gratitude for me up on their service delivery | | | | | |
| 4.Observing values | | | | | |
| 1. The civil servants do not use their positions for a personal benefit to themselves or others | | | | | |
| 2. The civil servants do not misuse official time for personal benefit | | | | | |
| 3. Exposure of employee misconduct by citizens is encouraged by the management of the institutions | | | | | |
| 4. You are satisfied with the overall service delivery of the employees | | | | | |
| 5. The employees have integrity with each other | | | | | |
| 6. The employees have a positive communication in their service delivery | | | | | |
| 7. At the organization you are getting services, the employees are passionate about their service delivery and their workplace | | | | | |

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| 8. The employees are provided with personal responsibility | | | | | |
| 5.Job performance | | | | | |
| 1.Employees are always available on their duty | | | | | |
| 2.Intended tasks are usually completed within the planned time | | | | | |
| 3.During the last few years employee commitment to deliver the tasks has been improving | | | | | |
| 4.Employees implement new tasks quickly | | | | | |
| 5.Tasks are usually completed within a planned time | | | | | |