

COMPLIANCE TO WORK ETHICS AND ORGANISATIONAL PERFORMANCE

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ABSTRACT

Work ethics has to do with morality of behaviour in terms of what is good or bad in the workplace, while compliance deals with obedience to rules of moral behaviour. This study focuses on "Compliance to Work Ethics and Organisational Performance in Delta State". This study is guided by two objectives as follow; to assess the extent of the impact of compliance to work ethics on customers' satisfaction. Secondly, to ascertain the extent of the relationship between compliance to work ethics and organisational performance. The study adopted a survey design. The data were analysed by means of percentage chi-square. Specifically, the hypotheses were tested with the aid of the chi-square statistical instrument. The following are the findings: to a large extent compliance to work ethics has positive impact on customers' satisfaction. This is based on the fact that the calculated chi-square value is 291.500 and a probability value of 0.000. Corroborating this finding, 85.11% of the respondents strongly agree that compliance to work ethics has positive impact on customers' satisfaction. Secondly, there is significant positive relationship between compliance to work ethics and organisational performance. This emanated from the test result which shows a calculated chi-square value of 276.589 with a probability value of 0.000. This result shows that the test is significant indicating that there is a significant positive relationship between compliance to work ethics and organizational performance. Corroborating this finding, 86.52% of the respondents strongly agree that work ethics compliance strongly relates to organizational performance. Consequent upon the above findings, the study recommended the following: management should establish a Code of Ethics to be observed by employees, and appropriate training programme should be organised to put employees on-the-know about the organisational codes of ethics, management of ethical code should not be based on rumour or hearsay approach; rather, a protocol on how to handle violations of ethical code should be established. A rumour or hearsay approach may lead to litigations or court case capable of destroying the organisation's corporate image, there is also the need to continuously review the organisation's code of ethic from time to time, management should monitor employees' compliance to work ethics for commensurate reward for those who comply and appropriate sanctions to defaulters.

Keywords: *Work ethics, compliance, customers' satisfaction and organisational performance*

INTRODUCTION

In recent times, the level of decrease in moral standard in most organisations and institutions is alarming. This prevalence circumstances is unlike in pre-independence and post-independence periods in Nigeria.

The high level of moral standard in the 70s and early 80s in Nigeria accounted for quality assurance in organisations which invariably led to customer's satisfaction and patronage and this further led to high profitability. Ogbo (2014:109) neatly defines ethics as principles of

conduct that govern a person or group of persons. In this same vein, Crane and Matten (2007:8) state that, ethics is concerned with the study of morality and the application of reason to elucidate specific rules and principles that determine right and wrong for a given situation.

In the public service and most private institutions, most employees fail to honestly fulfil their obligation as a result of non-compliance to set standards thereby jeopardising the efforts of the institutions or the organisations they serve in giving satisfaction to their customers in terms of quality services.

Kehinde (2010) succinctly elucidates that for an organisation to move forward in the aspect of performance, it is very necessary for such an organisation to have a good understanding of ethics. Work ethics on the other hand, according to Marek et al.

(2014) is a set of values centered on importance of work and manifested by determination or desire to work hard. www.allaboutphilosophy.org identifies work ethics to include honesty, (not lying, cheating, and stealing), doing a job well, valuing what one does, having a sense of purpose and feeling/being a part of a greater vision or plan is vital.

Corroborating the above, Legan in Kehinde (2010:1) states that, ethical behaviour is characterised by honesty, fairness and equity in interpersonal, professional and academic relationship and it respects the dignity and the right of individual and groups of people. However; having the understanding of ethics and work ethics alone is an exercise in futility without compliance to work ethics.

Compliance to work ethics on its own part is the obedience of employees to work ethics and their lawful superiors. In most institutions/organisations, employees are supposed to carefully and diligently render their services through strict compliance to set standards of moral behaviour as it relates.

As a matter of fact, there is increasing concern over the non-compliance to ethical standard among employees in the public sector and most private organisations or institutions in Nigeria. Consequently, Goldfield (2015) has this to say “unethical behaviour in the workplace can have serious consequences if unaddressed”

Statement of the Problem

There is a major challenge of poor performance occasioned by non-compliance to work ethics. This manifests in wrong practices such as lateness to work, truancy, and duty abandonment.

Most employees are engaged in dishonesty such as bribery, cheating and stealing, some superiors and managers have also failed to display fairness and equity in the workplace.

These unethical practices affect the organisation and its customers negatively.

All things being equal, the dignity of a corporate body goes a long way in determining its success in terms of performance. Unethical practices by organisations generates the problem of dissatisfaction to her customers, and on the part of the organisation, it results to poor performance.

Objectives of the Study

The following are the objectives set for this study:

- i. To assess the extent of the impact of compliance to work ethics on customers satisfaction.
- ii. To ascertain the extent of the relationship between compliance to work ethics and organisational performance.

Hypotheses

The following hypotheses were formulated for this study:

H_{a1}: To a large extent compliance to work ethics has positive impact on customers' satisfaction.

H_{a2}: There is significant positive relationship between compliance to work ethics and organisational performance.

REVIEW OF RELATED LITERATURE

Conceptual Framework

The corporate image of an institution/organisation cannot be over emphasised. The corporate image has to do with the way organisations present themselves before her customers and the society. However, corporate image per se is a function of the behaviour of the totality of the organisational employees in terms of ethical standard.

A good corporate image is an asset to organisations because it will further translate to billions of naira. Therefore, when one sees the employees, one sees the organisation they represent. This further shows that misconduct from an employee is capable of denting the public image of the entire organisation.

In support of this Douglas (1952) argues that, with the complex nature of our government and its activities that affect the lives of the people directly, we cannot be comfortable with just a moderately decent level of behaviour on the part of our public officials because a small percentage of their misbehaviour can do more harm to the entire society. The above is the subject matter of ethics.

Generally speaking, ethics is a set of rules that spells out the acceptable and unacceptable practices, and guide the individual and group behaviour. The essence of ethical standard is to ensure things are done accordingly, and to achieve the desired results.

Peretomode and Peretomode (2014:30), refer to ethics as "a moral philosophy that is concern with questions of what is right or wrong; rules for distinguishing between acceptable and unacceptable behavior." A strong work ethic is essential for successful operations that lead to performance. In most organisations, employees display commitment to their duties when they are closely supervised or monitored by their superiors, and immediately the superior turns his back reverse would be the case. Employees with strong work ethics perform excellently with or without the presence of superiors or managers. Without a strong work ethic an individual would find it difficult to be successful in his or chosen career.

Work ethics refers to ethical standard in the workplace. Work ethics involve attitude, behavior, respect, communication, and interaction; how one gets along with others. Work ethics demonstrate many things about whom and how a person is. <http://www.allaboutphilosophy.org/what-a...>

The Collins dictionary of English defines work ethics as a belief in the moral value of work. Also, <http://www.search.com/reference/Work-eth...> has this to say of work ethics: Work ethic is a set of values based on the moral virtues of hard work and diligence. It is also a belief in moral benefit of work and its ability to enhance character. An example would be the Protestant work ethic or Chinese work ethic. A work ethic may include being reliable, having initiative or maintaining social skills. "Charity begins at home", an African adage says. Most of the unethical behaviour displayed in the workplace started from home.

Consequently, Shaw as quoted by Khalidah *et al.* (2010) posits that ethics starts with each individual staff. It comes from an individual's inward feeling which later translates into his or her moral behaviour. The scholar further adds that, logically, people learns to become accustomed to ethics and moral principles through his or her upbringing by parents or guidance, socialization, experience and critical reflections on those experiences and the explicit and implicit standards of culture.

Employees in the work place exhibit several unethical behaviour. A recent survey by the Washington, D.C. based Ethics Resource Center (ERC) according to Arthur (2015) reveals five most frequently observed unethical behaviour in the workplace. These are:

1. Misusing company time
2. Abusive behaviour
3. Employee theft
4. Lying to employees
5. Violating company internet policies

The importance of employees' adherence to work ethic in discharging their duties to the public cannot also be underrated; it gives confidence to the public. On his part, Friedrich as quoted by Ananti and Umeifekwem (2012:382) states that:

Ethics was of necessity a matter of the individual's internal standards of conduct that is a moral compass that would help to a large extent in guiding the public administrator through the morass of ethical dilemmas. However, as government officials serve the public, the public therefore expects that in discharging their day to day activities those public officials should practice fairness and equality. They should be open in all their dealings with the people so as to ensure that they operate within the public perception of what is right.

Codes of Ethics

Ethical issues are coded by the top management of organisations in agreement with the codes of ethics of relevance professional bodies to guide its members on moral behaviour. Webley (2015) advises that, organisations that desire to encourage an ethical culture, must ensure that guidance is provided to staff in 'doing the right thing' firstly through the provision of a code of ethics, and necessary training in ethics and how to deal with ethical issue, as well as a means to speak up about any ethical concern and incentives for ethical behaviour. Codes of ethics outline clearly expected moral behaviour of employees in an organisation or members of a group, professional body or industry.

Also, Crane and Matten (2007:175) see code of ethics as *voluntary statements that* commit organisations, industries, or professions to specific beliefs, values, and actions and/or that set out appropriate ethical behaviour for employees. Daft (2010:144) defines code of ethics as formal statement of the organisation's values regarding ethics and social issues; it communicates to employees what the company stands for.

Omo-Okei (2016) traced ethical code to the Old and New testaments of the Holy Scriptures. He states that, the Christian teaching on morality is based on the Ten Commandments also known as *Decalogue* which was codified by God and given to Moses in the Old Testament for all to observe. The Ten Commandments as confirmed by Jesus Christ in the New Testament define the Christian standards of moral behaviour as follow: I am the Lord thy God, who brought thee out of the land of Egypt, and out of the house of bondage.

1. Thou shall not have any strange gods before me. Thou shall not make to thyself any graven thing, nor in the earth beneath, nor of those things that are in the waters under the earth. Thou shalt not adore them nor serve them.
2. Thou shalt not take the name of the Lord thy God in vain.
3. Remember that thou keep holy the Sabbath day
4. Honour thy father and thy mother.
5. Thou shall not kill.
6. Thou shall not commit adultery.
7. Thou shall not steal.
8. Thou shall not bear false witness against thy neighbour.
9. Thou shall not covet thy neighbour's wife.
10. Thou shall not covet thy neighbour's goods.

Tools of Ethics

According to Omo-Okei (2016: 175-176), the following are the apparatus of ethical behaviour in an organisation.

i. Values:

These are moral or guiding principles based on pleasant human attributes or qualities such as discipline. Generally, value as a tool of ethics preaches doing the right thing in order to achieve the goal of the organisation. The core values of an organisation designed by top management gives the notion of equal opportunity to the organisational belief and policy. These core values reflect the organisational mission statement, and it has influence on the culture of the organisation.

ii. Fairness:

This is another tool of ethics that talks about equality or justice in dealing with people, especially customers. It categorically dislikes discrimination propensity in dealing with people/customers of different backgrounds.

iii. Secrecy:

Every business organisation has a secret. There are issues, information, and documents that require confidentiality in organisations, and as such organisational members are not to disclose such information and document to an external body, except if it is required by a law enforcement agency. Therefore, it is unethical to disclose a company's confidential matters or information.

iv. Loyalty:

This stresses allegiance to constituted authority. It involves respect for management or seniors in the workplace.

v. Right:

This aspect is concerned with respect for individual's rights and interest in an organisation. The people's right should be considered in the following areas: fixing of prices, hiring and firing, and allocation of resources, etc.

vi. Principled Behaviour:

A principled behaviour is a display of a consistent behavioural pattern that gives credence to reliability. When one is predictable, he can be relied upon in making necessary decisions.

Reasons for Unethical Behaviour

Unethical behaviour is a behaviour that lacks moral principles by purposive disobedience to the laid down rules of conduct. There are numerous reasons why people behave unethically in the workplace. One of the reasons for unethical practices in the workplace according to Kehinde (2010) is the fact that organisations habitually reward behaviours that violate ethical standards. Giving the following examples, the scholar adds, "...many business executives and top government officials deals in bribes and payoffs, in spite of the negative publicity and ambiguity of laws discouraging bribe".

In other words, when unethical behaviour is being officially practice by management in order to obtain favour that benefits the organization, there will be the tendency of organizational members to follow the direction of management. The above therefore constitute a big challenge to organisations in terms of compliance to ethical standard. Ethical standard cannot be put into practice when top management deviates.

Most organisations especially in the banking industry, employees are given target with a deadline. Such targets amount to work pressure capable of propelling managers and other employees to behave unethically to customers and superiors through official lies, among other unacceptable behaviours. According to Mullin (2010:722), the following are the nature of ethical questions in business:

1. Behaviour towards customers, suppliers, distributors and competitors: for example, marketing and selling, fair competition, intelligence gathering, inducements and incentives;
2. Treatment of employees: for example, recruitment, rewards, training, promotion, dismissal, employee and employer rights and duties;
3. Treatment of other stakeholders/groups: for example, local communities, governments, interest groups;
4. Effect on the natural environment: for example, pollution, recycling, sustainability;
5. Conduct in international operations: for example, use of power, respect for human rights, respect for local cultural values, offshoring, and so on.

Managing Ethics in the Public Service

The reports of the Public Management Committee (PUMA) according to Ananti and Umeifekwem (2012:383-385) identify and explain the following principles for managing ethics in the public service:

- i. **Ethical standards for public service should be clear:** This implies that management should make sure that public servants are educated on the work ethics of where they work. This will enable them to know what is required of them in the discharge of their duties. This is done by making available a brief published statement of the basic ethical standards and principles. When employees are educated on the organizational ethical standards it leads to efficiency and high performance, and a shared understanding between the government, and the community that they serve.
- ii. **Ethical standards should be reflected in the legal framework:** As the legal framework serves as the basis for communicating the minimum obligatory standards and principles of behavior among public servants, there is need for the existence of laws and

regulations that will provide the framework for guidance, investigation, disciplinary action, and prosecution of erring public servants.

iii. Ethical guidance to be made available to public servant: Guidance and internal consultation mechanism should be made available to help public servants apply basic ethical standards in the workplace. There should be professional socialization which helps in the development of the necessary judgment and skills which enable the public servant to apply ethical principles in concrete circumstances. Training will go a long way in inculcating ethical awareness and will help develop essential skills for ethical analysis and moral reasoning.

iv. Public servants should know their rights and obligations when exposing wrongdoing: According to PUMA reports, for public servants to perform their functions with all fairness, they should be made to know their rights and obligations in terms of suspected wrongdoings within the public service. These rules and procedures should be clear for officials of the public service to follow. Public servant should also know the extent of protection the law will accord them in case of any breach.

v. Managers should demonstrate and promote ethical conduct: In a bid to promote good ethical conduct among public servants, the PUMA reports stressed the need for the management of organisations to provide adequate incentives to the employees which will in turn help in enhancing good ethical behavior. The management should provide good working environment with the basic working tools and as well ensure effective performance assessment that will enhance public service values and ethical standards. In order to ensure the maintenance of a productive workforce among others employees, managers should provide a consistent leadership and as well serve as role models in terms of their ethical conducts in all their dealings with politicians and other public servants and the entire citizenry.

vi. The decision-making process should be transparent and open to scrutiny: The public has a right to know how public institutions use the power and resources entrusted to them. There should be transparency in all government dealings and the legislature should ensure that they perform the oversight functions to checkmate the activities of all government agencies and also the people should have access to public information, via the passage of freedom of information bill by the government of Nigeria.

vii. Adequate accountability mechanism should be put in place within the public service to enhance productivity: To ensure efficient delivery of social services to the people, the public servants should be accountable to the public for all their actions. This means total compliance to lay down rules and ethical standards so as to achieve stated objectives. The mechanisms to be adopted should be able to provide adequate controls and at the same time make provisions for flexible management.

viii. There should be adequate procedures and sanctions to deal with misconduct: There should be mechanisms for detecting and investigating any act of wrongdoings such as corruption as part of measures to enhance ethical conducts among public servants. This will include procedures for monitoring, reporting, investigating any breach of public service rules, and to as well to give appropriate sanctions to serve as deterrent. It is however advised that managers should be very careful in exercising these powers.

ix. Public service conditions and management of human resources should promote ethical conduct among public servants: The procedures for recruitment, promotions, transfer, discipline, training, adequate compensation, etc. should be just so as to create room for good

ethical conduct. Merit should be the guiding principles so as to promote integrity in the public service in Nigeria.

Compliance to Work Ethics

In order for employees to work in harmony with management; employees must conform to organisational rules and regulations. Rouse (2014) defines compliance as a state in which someone or something is in accordance with established guidelines, specification, or legislation. Compliance also refers to a state of being in accordance with established guidelines, specifications, or legislation or the process of becoming. <http://searchdatamanagement.techtarget.com/definition/compliance>. Compliance to work ethics constitutes a big challenge in the government sector, This manifests in absenteeism, lack of commitment in carrying out assignment.

According to Ogbemor (2009), compliance is a type of conformity. He goes further to define compliance as “a change in internal behaviour, which is opposed to a real attitude, which is generally regarded in psychology as ‘private acceptance’”. Compliance is the ability of employees to be submissive to the rules and regulations. Compliance to work ethics requires training by management or managers. The Wikipedia defines compliance training as the process of educating employees on laws, regulations and company policies that apply to their day-to-day job responsibilities. The American Healthcare Executives compliance program (2014), in ensuring compliance to work ethics presents the following summary of guides for compliance program and compliance office:

Summary of Guides

The Chief Compliance Officer oversees the Corporate Compliance Program, functioning as an independent and objective body that reviews and evaluates compliance issues/concerns within the organization.

The position ensures the Board of Directors, management and employees are in compliance with the rules and regulations of regulatory agencies, that company policies and procedures are being followed, and that behavior in the organization meets the company’s Standards of Conduct. The Corporate Compliance Office exists:

- i. As a channel of communication to receive and direct compliance issues to appropriate resources for investigation and resolution, and
- ii. As a final internal resource with which concerned parties may communicate after other formal channels and resources have been exhausted

General Purpose

The Chief Compliance Officer acts as staff to the CEO and Board of Trustees’ Corporate Compliance Committee by monitoring and reporting results of the compliance/ethics efforts of the company and in providing guidance for the Board and senior management team on matters relating to compliance.

The Chief Compliance Officer, together with the Corporate Compliance Committee, is authorized to implement all necessary actions to ensure achievement of the objectives of an effective compliance program.

Duties and Responsibilities

The following are the duties and responsibilities of corporate compliance officer:

1. Develops initiates, maintains, and revises policies and procedures for the general operation of the Compliance Program and its related activities to prevent illegal, unethical, or improper conduct. Manages day-to-day operation of the Program.
2. Develops and periodically reviews and updates Standards of Conduct to ensure continuing currency and relevance in providing guidance to management and employees. Collaborates with other departments (e.g., Risk Management, Internal Audit, Employee Services, etc.) to direct compliance issues to appropriate existing channels for investigation and resolution.
3. Consults with the corporate attorney as needed to resolve difficult legal compliance issues. Responds to alleged violations of rules, regulations, policies, procedures, and Standards of Conduct by evaluating or recommending the initiation of investigative procedures.
4. Develops and oversees a system for uniform handling of such violations. Act as an independent review and evaluation body to ensure that compliance Issues/concerns within the organization are being appropriately evaluated, investigated and resolved.
5. Monitors and as necessary, coordinates compliance activities of other departments to remain abreast of the status of all compliance activities and to identify trends. Identifies potential areas of compliance vulnerability and risk; develops/implements corrective action plans for resolution of problematic issues, and provides general guidance on how to avoid or deal with similar situations in the future.
6. Provides reports on a regular basis, and as directed or requested, to keep the Corporate Compliance Committee of the Board and senior management informed of the operation and progress of compliance efforts.
7. Ensures proper reporting of violations or potential violations to duly authorized enforcement agencies as appropriate and/or required. Establishes and provides direction and management of the compliance Hotline.
8. Institutes and maintains an effective compliance communication program for the organization, including promoting (a) use of the Compliance Hotline; (b) heightened awareness of Standards of Conduct, and (c) understanding of new and existing compliance issues and related policies and procedures.
9. Work with the Human Resources Department and others as appropriate to develop an effective compliance training program, including appropriate introductory training for new employees as well as ongoing training for all employees and managers.
10. Monitors the performance of the Compliance Program and relates activities on a continuing basis, taking appropriate steps to improve its effectiveness.

Compliance to work ethics is of great benefits for both the organisation and employees as it gives room for peaceful coexistence. According to George (2014:1), “compliance to institutional/organisational work ethics is associated with some advantages and disadvantages which include: law, workplace culture; lack of management support, and cost.”

Determinant of a Strong Work Ethic

In every organisation there are factors that show a strong work ethics. It includes the following:

Integrity

Integrity has to do with uprightness of employees in the performance of their duties. It involves employees' adherence or compliance to organisational ethical codes without coercion. An employee with integrity is consistent in behaviour. Integrity is centered on trust which is inherent in a person's life style and manifests in the workplace. Just like the saying that "charity begins at home but does not end there" Robert Shaw according to Martin (2017) one can earn a certain level of trust if one is able to achieve results while demonstrating concern for others and acting with integrity all the time. He went further to state the formula for trust as; Results + Integrity + Concern = Level of Trust. Integrity is associated with giving feedback on organisational assignment.

Consistency and Quality Output

Consistency in organisational life leads to trust. It asks questions such as, how reliable are the organisational product? How reliable in terms of dates of delivery? On the aspect of quality output, employees with a strong work ethics show concern about the quality of their output. Employees with strong work ethics put in their best to produce the best; they are committed to improve the organisation's overall quality through emphasis on high standard and professionalism.

Teamwork and Cooperation

Employees with strong work ethics are generally team players. Team working stresses on the importance of employees to see themselves as a part of a bigger team with different functions to achieve the same goal. When this understanding exists, the workforce does not work at a cross purpose. In fact, strong work ethics is demonstrated when you are able to work with others through cooperation and socialisation.

Responsibility

Employees under this category do not wait to be told what to do rather they seek for responsibility that would lead to successful achievement of their organisation, and they also take responsibility for their actions. They carry out their duties as they would carry out their personal assignment. They are good in managing time, and always put in their best.

Discipline

Workers with strong work ethics always follow the laid down rules; and they are law abiding employees with the ability to exercise self-control. Here, commitment is required on the part of the employee. They display knowledge of company policies, and maintain the dress code.

Internal Locus of Control Belief and Optimism

Workers with strong work ethics believe in themselves, they believe that success or failure depend mostly on their own behaviour or their personal characteristics. Consequently they have an internal motivation and determination to succeed. They don't believe in failure. They are trouble-shooters or problem solvers.

Respect

Every superior in the workplace demands respect from his or her subordinates. Although, respect is reciprocal. Strong work ethics forbids rudeness, uncontrollable temperament, and inappropriate etiquette. Employees with strong work ethics do not involve in gossips and harmful talk. According to Martin (2017):

Idle chit chat is unavoidable at the workplace, but there is a difference between chatting idly about this and that, and gossiping maliciously about other people.

This can potentially blow up and lead to conflicts and even bigger problems. Negative talks will definitely affect teamwork if it is not avoided.

The author further states that employees with strong work ethics stay calm and poised, diplomatic, listen to others' opinion, and avoid gossiping.

Regular and Punctuality

Punctuality has to do with keeping to time in term of resumption at work and scheduled meetings. When employees are regular and punctual at the workplace, it shows there is a strong work ethics. Such employees display to their superiors that they are dependable.

A Proactive Approach to Addressing Unethical Behaviour in the Workplace

In addressing unethical issues in organisations, Goldfeild (2015) explained the following proactive steps for entrepreneurs:

Create a Code of Ethics

Here, management should set the tone for behaviour in the workplace by creating a code of ethics. A code of ethics establishes the values that are important to a business and creates a common framework for employees to their boundaries with the organization. The codes should be clearly written in broad, idealistic terms to communicate the company's ethical vision; it should be brief enough to be contained in a values statement. If it possible, it should be included in the ethical expectations in the company's mission statement and employees handbooks.

Establish a Protocol

This includes instructions about how to report unethical behaviour. This includes setting up an anonymous ethics hotlines as well as a clear protocol for reporting such as requesting a private meeting with the appropriate manager or supervisor.

Empower Employees

Employees should be made to have the know-how to appropriately identify and handle violations of ethical codes. This can be achieved by ethics-training programs for all new and existing employees to increase the effectiveness of the code. Books and ethics courses should and other writing materials and private or live instruction training should be made available to employees. Incentives should also be given to employees that comply.

Continuously Review the Code

The organizational ethical codes should be reviewed periodically. Continuous update of the code is an important step in keeping a company's ethic top of mind each year share copies of the code of ethic with every employee or communicate it through a brown bag lunch or during a workshop. Management should ensure that employees endorse their understanding of the code by signing a form of acknowledgement afterward receipt. This will actively set up an atmosphere, reinforced by both formal and informal measures, that promotes the values set up by the organisation.

The dangers of disregarding the importance of developing an ethical culture cannot be belittled; lawsuit, high turnover, low morale and even the demise of corporate existence.

Proactive entrepreneurs should champion a written code of ethics from the outset, establish protocol and continuously review and promotes the established code of ethics.

METHODOLOGY

The questionnaire survey method was adopted for this study. The population of this study was made up of two public universities; Delta State University, Abraka and Federal University of Petroleum Resources, Ugbomro and two private universities; Novena University, Ogume and Western Delta University, Oghara all in Delta State. The population of this study was made up of 500 respondents. Data for the study were collected from primary and secondary sources. The questionnaires received were analysed using the chi-square and simple percentage distribution on a five-point Likert.

Data Presentation and Analysis

As a result of respondents’ attitude, this study gathered data from four hundred and forty eight respondents instead of the stated population of five hundred respondents through the instrument of questionnaire, and were presented in a tabular form on a population of four hundred and forty eight (448) respondents. The analysis and presentation of results were organised around the formulated hypotheses as follows:

Test of Hypotheses

H1: To a large extent, compliance to work ethics has positive impact on customers’ satisfaction.

Table 1a: Responses on hypothesis one; to a large extent, compliance to work ethics has positive impact on customers’ satisfaction

Scale	N	%	Observed N	Expected N	Residual
Strongly Disagree	22.00	7.80	22	112.0	-90.0
Disagree	32.00	11.35	32	112.0	-80.0
Agree	154.00	54.61	154	112.0	42.0
Strongly Agree	240.00	85.11	240	112.0	128.0
Total	448	100	448		

Source: SPSS Output, 2019

Table 1b: Chi-Square test on compliance to work ethics and customers’ satisfaction

	Test Statistics
Chi-Square	291.500 ^a
Df	3
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 112.0.

Source: SPSS Output, 2019

Table 1b shows the test of hypothesis using chi-square statistical technique to find out the extent compliance to work ethics impact customers’ satisfaction. The test result shows that the calculated chi-square value of 291.500 with a probability value of 0.000. This result shows that the test is significant indicating that, to a large extent, compliance to work ethics has positive impact on customers’ satisfaction. Corroborating this finding, 85.11% of the respondents strongly agree that compliance to work ethics has positive impact on customers’ satisfaction.

H₂: There is a significant positive relationship between compliance to work ethics and organizational performance.

Table 2a: Responses on the relationship between compliance to work ethics and organizational performance

Scale	N	%	Observed N	Expected N	Residual
Strongly Disagree	12.00	4.26	12	112.0	-100.0
Disagree	57.00	20.21	57	112.0	-55.0
Agree	135.00	47.87	135	112.0	23.0
Strongly Agree	244.00	86.52	244	112.0	132.0
Total	448	100	448		

Source: SPSS Output, 2019

Table 2b: Chi-Square test on compliance to work ethics and organizational performance

	Test Statistics
Chi-Square	276.589 ^a
Df	3
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 112.0.

Source: SPSS Output, 2019

Table 2b shows the test of hypothesis using chi-square statistical technique to find out whether there is a significant positive relationship between compliance to work ethics and organizational performance. The test result shows that the calculated chi-square value of 276.589 with a probability value of 0.000.

This result shows that the test is significant indicating that, there is a significant positive relationship between compliance to work ethics and organizational performance. Corroborating this finding, 86.52% of the respondents strongly agree that work ethics compliance strongly relates to organizational performance.

Discussion of Findings

The data analysed above gave birth to the following findings:

- i. To a large extent, compliance to work ethics has positive impact on customers' satisfaction. The above finding emanated from the result of table 1a and 1b for having a calculated chi-square value of 291.500 with a probability value of 0.000, and a corroborating figure of 85.11% of the respondents who strongly agree that compliance to work ethics has positive impact on customers' satisfaction.
- ii. It was also found out that, there is a significant positive relationship between compliance to work ethics and organizational performance. This based on the calculated chi-square value of 276.589 with a probability value of 0.000, and a corroborating figure of 86.52% of the respondents who strongly agree that compliance to work ethics strongly relates to organizational performance.

CONCLUSION

The role of compliance to work ethics cannot be overemphasised. To a large extent compliance to work ethics affects customers' satisfaction. Also, there is a significant positive relationship between compliance to work ethics and organizational performance.

RECOMMENDATIONS

Considering the above conclusions, and to ensure strict adherence to work ethics, it is hereby recommended that:

1. Management should establish a Code of Ethics to be observed by employees, and appropriate training programme should be organised to enable the employees have a complete knowledge of the organisational codes of ethics.
2. Management of ethical code should not be based on rumour or hearsay approach; rather, a protocol on how to handle violations of ethical code should be established. A rumour or hearsay approach may lead to litigations or court case capable of destroying the organisation's corporate image.
3. There is also the need to continuously review the organisation's code of ethic from time to time.
4. Management should monitor employees' compliance to work ethics for commensurate reward for those who comply and appropriate sanctions to defaulters.

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