



QUALITATIVE RESEARCH OF BUSINESS AND SOCIAL SCIENCES

Work Ethics and Organizational Performance in Nigeria’s Public Service

Vol. 3, No. 1, 2025 (Pp. 1-11)

<https://journal.upy.ac.id/index.php/qrobss>

<https://doi.org/10.31316/crobss.v3i1.7818>

E ISSN: 3031 4968

Azuka Nwachuku ^{*1} Onofere Princewill Okereka ², Akpomuvire Mukoro ³

^{1,2,3}Department of Public Administration, Faculty of Management Science, Delta State University, Abraka, Nigeria

Corresponding Author Email: officialazukanwachuku@gmail.com

Received: July 2025
Revised: September 2025
Accepted: October 2025
Online: November 2025

Keywords:
Organizational performance,
Public service,
Qualitative study,
Workplace discipline,
Work ethics,

ABSTRACT

This study examined the relationship between work ethic and organizational performance in the public service sector, with particular emphasis on Nigeria’s public service. A qualitative approach was used for the study. The findings suggest that ethical practices establish a foundation of trust, motivation, and collaboration, all of which contribute to improved service delivery and productivity. The study concludes that work ethic is essential for achieving long-term organizational success and recommends that public service organizations prioritize ethical training, establish ethics advisory boards, and reward ethical behavior to ensure high performance. The study emphasizes the importance of consistently prioritizing workplace ethics to foster a positive work culture, minimize inefficiencies, and improve public sector service delivery.

1. Introduction

The hypothesized positive effect of ethical behavior on employee performance and commitment suggests that the Nigerian public service can achieve higher performance by adopting a strong work ethic. Organizations that adopt ethical practices tend to optimize employee satisfaction and loyalty. An ethical working environment depends on employees’ perceptions of how their organization handles ethical conduct through established practices and procedures. Today, many organizations develop their ethical codes to guide employees in demonstrating ethical behavior, ultimately leading to improved organizational performance. In a globalized economy, organizations committed to effective governance frameworks must integrate work ethics and positive values into their organizational culture to achieve higher performance (Alkhadra et al., 2023).

Work ethic directly influences an organization’s performance, as human resources are its most valuable asset. An organization's performance is linked to the individual performance of its staff members. Proper ethical conduct not only motivates employees but also significantly affects the organization's image and overall performance. Positive attitudes and goodwill are essential for the long-term survival of an organization, whereas unethical behavior and resource wastage can harm both organizational image and performance. This highlights the importance of both employers and employees adhering to ethical standards for organizational success and growth. Studies have shown that the performance of public organizations is influenced by various factors, including accountability, civic engagement, and efficient service delivery (Ayalew, 2024). Ethical practices in the workplace are crucial, as they shape public sector organizations’ ability to deliver services efficiently and maintain a positive reputation. In countries such as the Philippines, public officials are required to adhere to high ethical standards, reflecting the global importance of work ethic in improving public-sector performance.

Work ethic in the public service sector is critical to organizational success (Sapada et al., 2017). Employees who are firmly committed to their organization's work ethic tend to work toward achieving its goals and upholding its values, thereby benefiting the organization. Conversely, employees who do not uphold the work ethic negatively impact the organization. Furthermore, organizations must regulate practices to reduce unethical behaviors such as corruption, fraud, and discrimination, all of which hinder performance. In Nigeria, however, a significant number of public service employees engage in unethical practices, contributing to the low performance observed within the sector. This study highlights the critical importance of work ethics in improving organizational performance in Nigeria's public service.

2. Methods

This study adopted a qualitative research method. Qualitative research is well-suited to exploring perceptions, experiences, and contextual factors that influence work ethic and performance. Data was sourced from journal articles, textbooks, and internet sources. Data was sourced from journal articles, textbooks, and internet sources. The data collected were analyzed using content analysis. Content analysis allows for systematic examination of textual data (e.g., policy documents, internal memos, reports) to identify patterns, themes, and trends in ethical discourse and organizational behavior.

Table 1. Method of Collecting Data

Research Steps	Activity
Choosing a research topic	Work ethics and performance
Exploring the Data	Searching for data from journal articles, textbooks, and internet sources
Analyzing the data	Content analysis allows for the systematic examination of textual data.
Discussion	Identify patterns, themes, and trends in ethical discourse and organizational behavior.

3. Results & Discussion

3.1. Conceptual Framework

Bratton et al. (2021) define work as the physical and mental tasks performed at a designated location and time, based on instructions, in exchange for a wage or salary. This definition highlights essential aspects of work. First, the inclusion of both 'physical and mental' activities suggests that roles ranging from computer system analysts to construction workers qualify as work. Moreover, 'mental activity' can also encompass the commercialization of emotions or feelings. Second, work is typically performed away from home during set hours, positioning it within a broader social context. Lastly, the social context also refers to the relationships through which work is carried out (Bratton et al., 2021). This aligns with Okolie et al. (2024), who assert that the classification of an activity as 'work' depends not solely on its nature but on the social relations involved in its execution.

Ethics, stemming from the Greek word "ethos," refers to character or custom. Fajana (2006) describes ethics as a collection of values and norms that act as standards for evaluating the integrity of individual behavior. It establishes what is right or wrong, dictating acceptable conduct within a given context. Petty and Hill (2005) outline four areas of ethics: Actions (right, wrong, permissive), Consequences (good, bad, indifferent), Character (virtuous,

vicious), and Motive (goodwill, evil will). Essentially, ethics involves studying human behavior concerning societal expectations. It provides principles that guide actions, although it does not prescribe a single "moral" course of action; instead, it offers a framework for evaluating competing options.

Work ethics can be defined as principles related to morals, particularly those governing human behavior. Specifically, work ethics concerns what is morally acceptable, honorable, and appropriate within an organization, society, or group. It represents the rules of conduct that have become societal or organizational norms, dealing with what is right and wrong, as well as duties and obligations. Work ethics encompass values such as the right attitude, respectful behavior, and effective communication in the workplace. These ethics regulate how employees behave in various organizational situations, and the habit of adhering to them comes from within (Yatichi & Musebe, 2016). Lessnoff (1994) views work ethics as a complete and relentless dedication to one's economic role. His definition ties work to the fulfillment of the "homo economicus" concept, where human beings are viewed as rational entities pursuing wealth for their self-interest (Efeoğlu & Çalışkan, 2018). This theory suggests that economic production is the foundation of human and societal development. Despite potential contradictions, this concept emphasizes human creativity and activity as a means for self-perfection (Cholbi, 2022; Etinagbedia & Okolie, 2024).

Omisore and Adeleke (2015) define work ethics as a set of principles concerning morals, especially regarding human conduct. It addresses what is morally right, honorable, and acceptable to the majority within an organization or society. Work ethics dictate appropriate conduct and encompass values such as respect, responsibility, and effective communication. Employees with strong work ethics are considered valuable assets to their organizations because they consistently perform their duties with dedication and integrity, often requiring minimal supervision. They understand the impact of their actions on others and demonstrate self-motivation (Esekhagbe et al., 2022). Historically, the concept of work ethics emerged from religious origins, particularly within the Protestant work ethic, and was initially implemented in industries to help organizations comply with post-scandal regulations. Over time, the notion of work as a religious and moral obligation spread, particularly in the United States and Western Europe, influencing organizational performance (Fajana, 2006). However, in some parts of the world, the pursuit of developmental pathways has led to lower ethical standards and higher rates of fraudulent behavior (Osibanjo et al., 2015).

Various perspectives on ethical behavior, including utilitarianism, individualism, moral rights, and justice views, provide different lenses through which workplace ethics can be understood. These frameworks assess the implications of decisions based on their consequences, self-interest, respect for fundamental rights, and fairness. Each perspective offers valuable insights into how ethical behavior can be encouraged within organizations (Anstett & Guest, 2007). An organizational code of ethics provides a framework for employees to follow, ensuring sound decision-making aligned with the organization's values and principles (Umar & Sha'awa, 2020). In the context of organizational performance, the definition is nuanced, encompassing multiple performance indicators, such as productivity, customer satisfaction, and financial outcomes. Organizational performance refers to a

company's ability to achieve its objectives efficiently and effectively, encompassing both financial and non-financial aspects (Fatile, 2013; Kibugi et al., 2023). The integration of work ethics into organizational practices directly impacts performance by fostering responsibility, efficiency, and fair treatment, ultimately improving service delivery and organizational outcomes (Haynes, 2015).

3.2. The Public Service

The concept of public service and its proper execution are central to many of today's key debates. Some view public service as primarily the responsibility of the government to its citizens, while others adopt a broader definition that encompasses any service provided to the public, whether by government or private organizations (Zhang et al., 2022). Public service refers to a government body or department tasked with supporting the planning and implementation of policies and delivering essential services to the public without pursuing profit. It includes ministries, agencies, parastatals, and other government institutions (Arowolo, 2012). Public service encompasses any service provided to the public by either public or private organizations, and these services must be delivered effectively and efficiently (Hartini et al., 2023). The Nigerian public service is working to improve governance by developing more effective systems for delivering public services and boosting foreign investment. It serves as the mechanism for implementing policies and programs, and also provides services through various government agencies (Sokoh & Okolie, 2023).

The Nigerian public service comprises the civil service, ministries, extra-ministerial agencies, and other entities, including the judiciary, armed forces, police, security agencies, and parastatals. It plays a significant role in government policy by offering professional and technical advice based on experience and expertise. Additionally, it is responsible for developing government programs, executing projects, and ensuring their alignment with available resources (Omisore & Adeleke, 2015). The Nigerian public service also monitors and evaluates government projects to ensure their proper implementation, supports the development of an efficient and performance-oriented administrative system, and fosters the growth of a socially responsible private sector in alignment with national economic goals (Esekhagbe et al., 2022). Despite ongoing efforts by successive Nigerian governments to improve public service standards, the sector faces several challenges, which hinder its recognition as one of the best globally. These challenges include: Unethical behavior and lack of accountability; Fraud, embezzlement, bribery, and favoritism; Corruption, such as the solicitation or acceptance of gifts, bribes, or other benefits by public officials; Gross indiscipline, with unethical conduct and corruption becoming ingrained as societal norms, leads to a crisis of ethics within the Nigerian public service (Ayanda, 2012; Esekhagbe et al., 2022). These unethical practices are often viewed as normal and even acceptable in Nigeria today. Omisore and Adeleke (2015) attribute these challenges to the legacy of colonialism when acts such as stealing government property were seen as acts of defiance against colonial authorities and even viewed as patriotic by the public.

3.2.1. Factors that can Enhance Public Service Performance

- a. Provision of Work Facilities: Employees should be provided with all necessary tools and resources to carry out their tasks effectively, which will significantly improve their performance.
- b. Conducive Work Environment: Performance thrives in a positive and supportive atmosphere. A friendly and harmonious environment fosters cooperation, leading to better performance (Arowolo, 2012).
- c. Capacity Building: Capacity building refers to the processes organizations use to enhance employees' capabilities. It involves training, offering developmental opportunities, and other methods aimed at improving employee performance (Esekhagbe et al., 2022).
- d. Informal Group/Team Building: It's important to create informal settings within formal structures. This allows employees and employers, as well as subordinates and superiors, to interact outside the usual work environment, discuss concerns, and offer suggestions for improving performance (Omisore & Adeleke, 2015).
- e. Performance Appraisal: Knowing that their performance will be evaluated encourages employees to improve their efforts, as they are aware that their work will be assessed and may lead to rewards or consequences depending on their contributions (Arowolo, 2012).

3.2.2. Code of Conduct in Public Service

The Nigerian public service is governed by ethical standards established by the Code of Conduct Bureau and Tribunal Act, Civil Service Rules, and Financial Regulations. These include:

- a. Discipline: Leaders should exemplify discipline, with leadership requiring character, hard work, and integrity. Good conduct is a key factor in promotion, and officers must be well-versed in government rules on proper conduct.
- b. Loyalty: Leaders must demonstrate unwavering loyalty to their superiors and the government, placing loyalty to moral principles and the country above allegiance to individuals, parties, or departments.
- c. Honesty: Civil servants must be honest in their duties and interactions with the public, recognizing that their salaries are compensation for their work and they should not accept any gifts or benefits outside their standard entitlements.
- d. Courage: Civil servants must carry out their duties with courage, avoiding favoritism or discriminatory actions, and rejecting any benefits that could be seen as influencing their performance.
- e. Courtesy: Civil servants should always be polite in their work, as courteous interactions lead to smoother operations and greater public satisfaction. Courtesy is essential, regardless of work pressure.
- f. Cooperation: Collaboration is essential for achieving organizational goals. Staff must work together as a team to accomplish the objectives of the ministry or department.
- g. Tact: Tact involves handling delicate situations skillfully and without offending others. Civil servants should demonstrate a willingness to assist, which boosts office efficiency and enhances public satisfaction. It is crucial to uphold these principles, recognizing that public office is a public trust (Omisore & Adeleke, 2015).

3.3. Managing Unethical Behaviour for Organizational Performance

Employees' unethical behaviors are common in organizations lacking a strong ethical framework (Schwepker & Schultz, 2013). The unethical conduct of managers has led to the

creation of laws regulating behavior in various areas, including competition, consumer protection, intellectual property, and environmental protection. In academic settings, unethical practices include actions like publishing the same paper in multiple journals, failing to credit contributors, listing authors who had no role in the research, exploiting graduate students, offering better grades in exchange for sexual favors, rejecting manuscripts without review, plagiarizing data, and mistreating animals during research (Ezenwakwelu et al., 2020).

Antitrust laws are designed to maintain fair competition among businesses and prevent unfair practices. Key regulations in this area include laws against mergers and acquisitions that reduce competition or create monopolies, as well as public notification requirements for mergers. Consumer protection laws, such as those enforced by the National Agency for Food and Drugs Administration and Control (NAFDAC) in Nigeria, safeguard consumers from unsafe products. These laws also cover areas like credit protection, warranty enforcement, and misbranding. The Consumer Protection Council (CPC) in Nigeria works to defend consumer rights. Environmental protection laws, including the U.S. National Environmental Policy Act, aim to promote a healthy environment, with numerous regulations that impact business operations. The U.S. government, committed to ecological preservation, established the Council on Environmental Quality to advise the president on environmental policies. Organizational ethics are influenced by these regulations and policies (Tuan, 2012). Magil & Prybil (2004) noted that ethics influence daily behaviors and decision-making at all levels of an organization. Studies have shown that organizational ethics can help sustain employee commitment (Wesarat et al., 2017). Therefore, it is hypothesized that managing unethical practices can have a positive impact on organizational performance.

3.4. Work Ethics and Organizational Performance

Numerous studies suggest that individuals with strong ethical principles tend to perform better (Omisore & Adeleke, 2015; Sunanda, 2018). Key ethical qualities that influence organizational outcomes include honesty, reliability, fairness, objectivity, responsibility, adherence to laws, and independence. Organizations that uphold ethical standards contribute to the well-being of stakeholders, drive organizational performance, and support national economic growth. Efficiency in the workplace is influenced by how well employees are managed, which includes adhering to ethical standards. Work plays a central role in shaping society, improving organizations, and advancing nations. The performance of an organization, driven by its workforce, can contribute significantly to national development (Sunanda, 2018).

Work ethic, a cultural norm that emphasizes the intrinsic value of doing a good job, is influenced by socialization during childhood and adolescence. Through interactions with family, peers, and adults, individuals learn the value of work, which becomes internalized over time. The work ethic, shaped by occupational culture and the influence of colleagues, forms part of an individual's belief system (Omisore & Adeleke, 2015). Unethical work behavior, or weak work ethics, often leads to counterproductive work behavior (CWB), which negatively impacts the organization and its employees (Campbell & Wiernik, 2015). CWB includes actions like production deviance, sabotage, theft, and withdrawal (Ispas & Borman, 2015). For workgroups, CWB may involve neglecting supervision, violating norms, or creating conflict within teams, and the goal of CWB is often to undermine organizational objectives.

Ethical practices that enhance organizational quality include ensuring employee safety, fostering a healthy work environment, offering fair wages, respecting union activities, safeguarding employee privacy, and promoting merit-based selection and promotion. Avoiding sexual harassment, discrimination, exploitation, and abuse also contributes to a more reliable and productive organization (Mehveş et al., 2015). An ethical environment fosters trust and integrity, which helps prevent ethical failures. Studies confirm that ethical environments are crucial for organizational excellence, as they foster trust, promote positive leadership, and cultivate a skilled workforce, all of which enhance performance. Ethical workplaces enhance productivity, creativity, quality, and employee well-being while reducing corruption and abuse of power. As a result, workplace ethics have a significant impact on organizational effectiveness (Baaba, 2021; Egbon et al., 2023). Mulugeta (2020) views workplace ethics as central to workers' commitment to the principles and values of their organization. Workplace ethics also include work attitudes, commitment, teamwork, and discipline. A workplace code reflects a company's values, ethical standards, and responsibilities to stakeholders (Baaba, 2021). Ethics in the workplace is broadly defined as the guidelines that organizations and their leaders follow in making decisions. This includes laws, rules, policies, and operational manuals. Workplace ethics require honesty, integrity, respect, and fairness from both employees and customers in delivering quality services and products (Al Shehhi et al., 2020).

4. Conclusion

The link between work ethics and organizational performance in the public sector is crucial for enhancing the effectiveness and overall productivity of public institutions. This study explored the impact of work ethics on organizational performance in the public service sectors of Delta and Rivers states, Nigeria. Using a qualitative research approach, the study provided valuable insights into the role of work ethics in the functioning of public service organizations and how work ethics influence employees' attitudes, commitment, teamwork, and discipline. The findings emphasize that when work ethics are effectively implemented, they can lead to positive changes within organizations and enhance service delivery in the public sector.

The study highlights that work ethics, represented by work attitude, commitment, teamwork, and discipline, have a profound effect on organizational performance in public service. Positive work attitudes, including accountability, responsibility, and dedication, significantly contribute to enhancing both individual and collective productivity. Employees who adopt a strong ethical approach to their work are more likely to complete tasks efficiently, thus enhancing the overall performance of the organization. Additionally, workplace commitment, which reflects the level of employees' dedication, is crucial for high organizational performance. Committed employees not only perform their duties effectively but also align with the organization's goals, fostering a culture conducive to achieving performance targets.

Teamwork is another critical factor identified in the study. When grounded in ethical values such as respect, collaboration, and trust, teamwork fosters an environment where employees are motivated to work towards common objectives. This collaborative spirit not only enhances individual contributions but also helps overcome challenges, ultimately

contributing to the organization's overall success. In public service, where the goal is to serve the public efficiently and effectively, teamwork is even more essential. The study demonstrates that when employees work together harmoniously, organizational performance improves, and negative individualistic attitudes that can impede service delivery are minimized.

Workplace discipline, another key element of work ethics, was found to positively influence organizational performance. Discipline ensures that employees adhere to established rules, guidelines, and ethical standards, thereby maintaining the integrity of the organization. It also promotes a culture of accountability, reducing the likelihood of misconduct or neglect. In the public service, where service delivery impacts citizens' lives, maintaining high levels of discipline is crucial to prevent inefficiencies, corruption, and unethical behaviors that could undermine the credibility and effectiveness of public institutions. The study suggests that enforcing policies and procedures consistently leads to better employee conduct, increased efficiency, and improved organizational performance.

The study's findings have significant implications for the public service sector in Nigeria. Since work ethics play a vital role in organizational performance, public service leaders and policymakers should prioritize the implementation of ethical frameworks and training programs that cultivate a culture of integrity and excellence. As demonstrated by the study, public service employees who uphold ethical standards are more likely to be productive, committed, and effective in their roles. On the other hand, a lack of strong work ethics can lead to inefficiencies, low morale, and poor service delivery, which ultimately affect the quality of public services.

The study also recommends that public service leaders in Nigeria adopt a systematic approach to promoting work ethics at all levels. This could include establishing ethics advisory boards, conducting regular ethics audits, offering ethics training, and implementing mechanisms to reward ethical behavior while penalizing unethical actions. By fostering a culture that values strong work ethics, public service organizations can ensure the long-term sustainability of their performance. Additionally, work ethics are not only crucial for organizational performance but also essential for shaping a positive image of public service organizations. When employees demonstrate ethical behavior, they contribute to the institution's credibility and trustworthiness. This trust is vital as it influences public perception and helps build a positive reputation for government agencies. Therefore, public service leaders should invest in initiatives that promote ethical behavior among employees to enhance the organization's reputation and boost public confidence and support.

In conclusion, work ethics encompassing work attitude, commitment, teamwork, and discipline play a key role in improving organizational performance in the public service sector. The study emphasizes the importance of fostering a strong ethical culture within public service organizations to ensure optimal service delivery, organizational growth, and the achievement of performance goals. Public service leaders should implement comprehensive ethical policies, provide training, and create mechanisms to promote ethical behavior, ensuring sustained high performance and service quality. Ultimately, this study contributes to a deeper understanding of how ethical practices can enhance organizational performance and drive the success of public service organizations in Nigeria.

References

- Alkhadra, W. A., Khawaldeh, S., & Aldehayyat, J. (2023). Relationship of ethical leadership, organizational culture, corporate social responsibility and organizational performance: a test of two mediation models. *International Journal of Ethics and Systems*, 39(4), 737-760. <https://doi.org/10.1108/IJOES-05-2022-0092>
- Al Shehhi, H., Alshurideh, M., AlKurdi, B., & Salloum, S.A. (2020). The impact of ethical leadership on employees' performance: A systematic review. *Proceedings of International Conference on Advanced Intelligent Systems and Informatics* (417-426). Cham: Springer. https://doi.org/10.1007/978-3-030-58669-0_38
- Anstett, L., & Guest, L. (2007). *Management*. Canada: John Wiley & Sons Ltd.
- Arowolo, D. (2012). Ethics, motivation and performance in Nigeria's public service. *Journal of Public Policy and Administration Study*, 6, 77-84.
- Ayanda, D. O. (2012). Corruption definition, theories and concepts. *Arabian Journal of Business and Management Review*, 2(4), 43-57. <https://doi.org/10.12816/0002257>
- Ayalew, A.F. (2024). Determinants of public service delivery of local governments: the case of Amhara National Regional State, Ethiopia. *International Journal For Multidisciplinary Research*, 6(2), 1-26. <https://doi.org/10.36948/ijfmr.2024.v06i02.16797>
- Baaba, A. (2021). Work ethics and employee performance in the civil service of Ghana: an empirical analysis. *ADRRRI Journal of Arts and Social Sciences*, 18(3), 190-206.
- Bratton, J., Gold, J., Bratton, A., & Steele, L. (2021). *Human resource management*. Bloomsbury Publishing.
- Campbell, J. P., & Wiernik, B.M. (2015). The modeling and assessment of work performance. *The Annual Review of Organizational Psychology and Organizational Behaviour*, 2, 47-74. <https://doi.org/10.1146/annurev-orgpsych-032414-111427>
- Cholbi, M. (2022). *Philosophical approaches to work and labor*. Retrieved from <https://plato.stanford.edu/archives/spr2022/entries/work-labor/>. on 25th December, 2024.
- Efeoğlu, I.E., & Çalışkan, Y. (2018). A brief history of homo economicus from the economics discipline. *Dergi Park Academic*, 2(1), 28-26.
- Egbon, T.N., Okereka, O.P., & Sokoh, G.C. (2023). Application of agency theory in administrative accountability and public service delivery in local government councils in Delta State. *International Journal of Public Administration Studies*, 3(2), 125-129. <https://doi.org/10.29103/ijpas.v3i2.13890>
- Esekhagbe, R.O., Osueke, G.O., & Chiabuotu, C.C. (2022). Work ethics, a challenge to productivity in the public service. *International Journal of Advances in Engineering and Management*, 4(2), 1188 – 1193. <https://doi.org/10.35629/5252-040211881193>
- Etinagbedia, G., & Okolie, U.C. (2024). The importance of ethical leadership and employee performance in modern organizations. *Pinisi Business Administration Review*, 6(1), 17-30.
- Ezenwakwelu, C.A., Nwakoby, I.C, Egbo, O.P., Nwanmuoh, E. E., Duruzo, C. E., & Ihegboro, I. M. (2020). Business ethics and organisational sustainability. *International Journal of Entrepreneurship*, 24(3), 1-14.
- Fajana, O. (2006). *Human resource management: An introduction*. Lagos: Labofin and Company.
- Fatile, J.O. (2013). *Ethics and performance in the Nigerian public sector*. Retrieved from www.garph.co.uk on 25th December, 2024.
- Hartini, H., Zainal, V., & Hakim, A. (2023). Assessment of national population and family planning agency employees as part of the implementation of bureaucratic

- reform. *International Journal of Social Science and Human Study*, 2, 34-47. <https://doi.org/10.47191/ijsshr/v6-i10-44>.
- Haynes, P. (2015). *Managing complexity in the public services*. London: Routledge.
- Ispas, D., & Borman, W. C. (2015). *Counterproductive work behaviour*. Amsterdam: Elsevier Publishers.
- Kibugi, J. N., Muthoni, N., & Omariba, A. (2023). Impact of ethical practices on performance of Morang's county government in Kenya. *European Modern Studies Journal*, 7(4), 168-179. [https://doi.org/10.59573/emsj.7\(4\).2023.15](https://doi.org/10.59573/emsj.7(4).2023.15)
- Lessnoff, M.H. (1994). *The spirit of capitalism and the Protestant ethic: An enquiry into the Weber thesis*. New York: Brookfield Publishers.
- Magil, G., & Prybil, L. (2004). Stewardship and integrity in health care: A role for organizational ethics. *Journal of Business Ethics*, 50(3), 225-238. <https://doi.org/10.1023/B:BUSI.0000024742.62802.1a>
- Mehveş, T., Halil, Z., & Yasemin, T. (2015). The effects of work ethics practices on hospital performance: A field study on public hospitals. *Turkish Journal of Business Ethics*, 7(2), 135 - 151. <https://doi.org/10.12711/TJBE.2014.7.2.0153>
- Mulugeta, A. (2020). The effect of organizational culture on employees performance in public service organization of Dire Dawa Administration. *Developing Country Studies*, 10(5), 16-25. <https://doi.org/10.7176/DCS/10-5-03>
- Okolie, U.C., Mukoro, A., & Otite, A. (2024). Empirical study of work-life balance and organizational commitment in Tin Can Island Port Terminals, Lagos State, Nigeria. *Journal of Social Studies (JSS)*, 20(1), 9 – 25. <https://doi.org/10.21831/jss.v20i1.71019>
- Omisore, B.O., & Adeleke, O.A. (2015). Work ethics, values, attitudes and performance in the Nigerian public service: Issues, challenges and the way forward. *Journal of Public Administration and Governance*, 5(1), 17-29. <https://doi.org/10.5296/jpag.v5i1.7367>
- Osibanjo, A.O., Akinbode, J.O., Falola, H.O., & Oludayo, A.O. (2015). Work ethics and employees' job performance. *Journal of Leadership, Accountability and Ethics*, 12(1), 107-117.
- Petty, G.C., & Hill, R.B. (2005). Work ethics characteristics: Perceived work ethics of supervisors and workers. *Journal of Industrial Teacher Education*, 42(2), 11 - 16.
- Sapada, A. F. A., Modding, H. B., Gani, A., & Nujum, S. (2017). The effect of organizational culture and work ethics on job satisfaction and employees performance. *The International Journal of Engineering and Science (IJES)*, 6(12), 28-36. <https://doi.org/10.9790/1813-0612042836>
- Schwepker, C. H., & Schultz, R. J. (2013). The impact of trust in manager on unethical intention and customer oriented selling. *Journal of Business and Industrial Marketing*, 28(4), 347-356. <https://doi.org/10.1108/08858621311313938>
- Sokoh, G. C., & Okolie, U.C. (2023). Administrative and financial reforms in Nigeria: The panacea for efficient service delivery. *Perspektif*, 12(1), 1-14. <https://doi.org/10.31289/perspektif.v12i1.7592>
- Sunanda, K. (2018). Impact of work place ethics on employee and organization productivity. *International Journal of Management*, 9(1), 22-28. <https://doi.org/10.12691/wjssh-6-3-1>
- Tuan, L.T. (2012). Corporate social responsibility, ethics and corporate governance. *Social Responsibility Journal*, 8(4), 547-560. <https://doi.org/10.32508/stdjelm.v4i3.579>
- Umar, A.I. & Sha'awa, M. (2020). Relationship between organizational ethics and employee performance in airlines industry: Evidence from Nigeria. *Science Journal of Business and Management*, 8(1), 41- 49. <https://doi.org/10.11648/j.sjbm.20200801.16>
- Wesarat, P., Sharif, M. Y., & AbdulMajid, H. (2017). Role of organizational ethics in sustainable development: A conceptual framework. *International Journal*,

- Sustainable Future for Human Security*, 5(1), 67-76.
<https://doi.org/10.24910/jsustain/5.1/6776>
- Yatichi, H. K. & Musebe, R. (2016). Assessment of ethical behaviour on organizational performance. *African Journal of Business Management*, 11(1), 1-16.
<https://doi.org/10.5897/AJBM2016.8206>
- Zhang, B., Zhu, Y., Deng, J., Zheng, W., Liu, Y., Wang, C., & Zeng, R. (2022). “I Am Here to Assist Your Tourism”: Predicting Continuance Intention to Use AI-based Chatbots for Tourism. Does Gender Really Matter?. *International Journal of Human-Computer Interaction*, 39, 1887-1903. <https://doi.org/10.1080/10447318.2022.2124345>