



**THE EFFECT OF WORK ETHICS ON EMPLOYEE JOB
PERFORMANCE: IN CASE OF ADDIS ABABA CITY
ADMINISTRATION**

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STATEMENT OF DECLARATION

I, **Martha Debebe**, declare that this thesis entitled “**The effect of work ethics on the employee job performance: The case of Addis Ababa City Administration**”, is my original work. I have carried out the present study independently with the guidance and support of the research advisor, **Solomon Markos (PhD)**. Any other contributors or source used for the study have been appropriately acknowledged. Moreover, this study has not been submitted for the ward of any Degree or Diploma program in this or any other institutions.

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STATEMENT OF CERTIFICATION

This is to certify that **Martha Debebe** has carried out her research work entitled “**The effect of work ethics on the employee job performance: The case of Addis Ababa City Administration**” for the partial fulfillment of Masters of Arts in Human Resource Management at Addis Ababa University School of Commerce. This study is original and is not submitted for any degree in this university or any other universities and is suitable for submission of Masters of Arts in Human Resource Management.

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Abstract

This study investigates the relationship between employees' work ethics and their level of job performance in the context of Addis Ababa City Administration. Honesty, responsibility, fairness, and respect for others are the four pillars that make up the work ethics dimension. Relevant data was gathered from 228 employees of the Addis Ababa City Administration through utilizing proportionate stratified simple random sampling technique. The study employed quantitative research approach as well as an explanatory research design to examine the relationship between work ethics and job performance. To this end, the data were analyzed by using descriptive and inferential statistics with help of statistical software known as the (SPSS) version 24. The result indicated that the three dimensions of work ethics, honesty, responsibility, and respect for others are significantly and positively related with the level of job performance achieved by employees. The finding suggested that improving these dimensions of work ethic through appropriate awareness creation efforts will enhance employees job performance thus improving the overall service delivery of the city administration.

Keywords: *Work ethics, Job performance, Honesty, Responsibility, Fairness, Respect for others, Addis Ababa city Administration*

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List of Abbreviation

AMOS – Aircraft Maintenance and Engineering Operating System

EP – Employee Performance

H- Honesty

HR – Human Resource

JP – Job performance

RO – Respect for other

RS - Responsibility

SEM – Structural Equation Modeling

SME – Small and Medium Enterprise

SPSS – Statistical Package for Social Science

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Human assets are believed to be the most important resources in any organization. Because of that most organizations usually give more attention to their human resources (Runtu et al., 2019). The success of an organization depends on the performance of employees, which in turn relies on the ethical background of the employees (Roy, 2020). Today's business environment is not only fast paced but also highly competitive. In order to keep pace and stay ahead, possession of several elements of work ethics is necessary for achieving a successful career. Elements of work ethics include being honest, responsible, reliable, having initiative or pursuing new skill (Osibanjo et al., 2018). It also refers to a set of values that are defined and characterized by diligence and hard work.

Ethics is the main foundation of the entire human resource management practice (Belal, 2016). As a result, human resource deals with the personal aspects of the business organization and touches many issues that require the application of ethical standards (Belal, 2016). Work ethics is a belief in the moral benefit of work and its ability to enhance character. Work ethics include attitude, communication ability, behavior towards coworkers, honesty and accountability.

Employee perception of ethical climate leads to increased organizational performance. One of the factors that affect the level of performance of employee includes work ethics or moral

of an employee (Mashri, 2019). Mayer et al (2011) indicated that work ethics has a significant effect on the performance of the employee. In order to enhance the performance of the employee not only the employee but also the human resource department needs to have a commitment for applying ethical standards. Human resource professionals that uphold strong ethical standard strive for a fair work environment will maintain employee confidence and attract new candidate(Attiany, 2014)

Mohammad (2020), investigated the impact of work ethics on employee job performance, the result showed that work ethics has a positive significant effect on employee performance at international SMEs in Al-Hassan industrial state.

Nidayawati (2021), Study the effect of loyalty and responsibility on teacher's job performance. The result showed that loyalty and responsibility simultaneously had a positive and significant effect on teacher's job performance.

Nizam (2016), showed that there is a significant relationship between work ethics and job performance. Work ethics to be a good predictor of employee job performance. The study proves that work ethics will resulting high in employee job performance and indicates that the implementation of work ethics can help organization to achieve great performance in overall retail trade textile service located in Selangor kuala lampur and Johor.

Omisore(2015), examines that transparency and accountability are the two main dimension of work ethics which are essential for effective service delivery and increased job performance.

Sunanda(2018),examined whether work ethics affect job performance of employee and organization productivity. The finding of the study indicates that work ethics is a positive

and significant effect on employee job performance and also ethical consideration in labor management relationship is essential for organization development and high productivity , it is important that all stakeholders observe ethical conducts in their dealing with one another . this must be openly displayed through positive attitude committed teamwork, high integrity and self-discipline,

Due to lack of positive work ethics there is high performance gap observed in public service sector organizations in Ethiopia (Mengistu, 2020) resulting in an increased dissatisfaction of clients. This study seeks to identify the effect of work ethics on the job performance of employees of Addis Ababa city administration through quantitative research approaches.

1.2 Statement of the problem

Ethics in the work place is one of the most important aspects that improve the performance of employees thereby affecting the overall productivity of an organization (Attiany, 2014). Achieving the organizational goals predominantly requires emplacing and strengthening ethical behaviors to each employee that make sure the proper functioning of the organization (Najam et al., 2020). Employee performance is enhanced by all the member of the staff fulfilling their duties, completing required tasks on time and behaving in the work place (Armstrong, 2009). Researchers have tried hard to identify elements of performance indicators in order to enhance the performance of employee. One of the elements that indicate the employee performance (EP) is through the quality and quantity of their work (Rafiki, 2014).

Work ethics is the ability to maintain proper moral values within the work place (Gregory, 2005). It is an attitude that shapes the way an individual performs its job duties with high moral (Gregory, 2005). Despite this, human resource in public service organization face a

significant performance challenge due to crumbling of work ethics resulting in less productivity, customer dissatisfaction and noticeable corruption. The scope of the study is to address the effects of work ethics on the performance of employee.

In Ethiopia many of its citizen having poor living standards, government has an extremely important role which is executed a setup of civil services. Consequently, unethical conduct by such civil servant results in poor governance creating trust deficit between the government and its citizen (Thomas, 2020).

Direct observation by the investigator and preliminary interview with the HR office of the sub cities indicates that lack of work ethics is very common in the organization which could affect the service quality and performance of employee. A few studies done by different scholar have identified work ethics and some other factors affecting job performance (Thomas.,2020; Mengistu.,2020). However no study has been conducted particularly in Addis Ababa City administration.

Having mentioned the above research gaps, it is necessary to generate relevant evidence through a detailed study to highlight the gaps for improving the performance of employees at Addis Ababa City administration. Hence this study aims to identify work ethics that affect employee job performance.

The preliminary survey taken by the researcher showed that unethical practices are uncontrolled in the civil services including acceptance of gifts, using organizations work time for personal conduct, unauthorized use of organization resource for personal gain and the like. Applying of better work ethics and the development of good ethical culture in Addis Ababa city administration will provide a direction in various areas in order to enhance

ethical behavior of employees and making the organization productive and successful. Organizations adhering to ethical standards determine the wellbeing of all stakeholders, the organization productivity and profitability as well as development of the nations.

1.3. Objectives of the Study

The main objective of the study is to examine the effect of work ethics on employee job performance.

1.3.1. Specific Objectives

The study will seek to achieve the following specific objective

- 1 To examine the influence of honesty on employee job performance.
2. To investigate the effects of responsibility on employee job performance.
3. To determine the effects of fairness on the employee job performance
4. To examine the relationship between respect for others and employee job performance

1.4. Research questions

There are many dimensions of work ethics that is used to measure work ethics. This study uses this dimension that much more to the study area.

1.4.1. Research Question

Hence, this research tries to get the desired result through deeply elaborating the following basic questions

1. Does honesty influence job performance?
2. To what extent does responsibility affect job performance?

3. To what extent does fairness affect job performance?
4. What is the relationship between respect for others and job performance?

1.5. Significance of the study

The study tries to explain the effect of work ethics on job performance of employees. The finding will help the organization management, employee and stakeholders appreciate the advantages of work ethics and used to learn how to overcome challenges arise from lack of work ethics.

This study tries to find out the gaps between results found out through this study and real positive work ethics to recommend essential measures that contribute for upgrading employee performance. In addition to this the research finding will contribute to improve our understanding of effective work ethics leads to enhance the performance of the employee. The study finding would be shared with the organization management with the hope that it would enable them applying the benefits of work ethics.

1.6. Scope of the study

The study was carried out in Addis Ababa city administration Arada and Bole sub city. The study specifically looks at the effects of work ethics relates to the job performance of the employee. Elements of Work ethics include honesty, responsibility, fairness and Respect for others. Primary data was used. A target population is carried out in Arada and Bole sub city with selected offices or department that are found in the sub city with a total population consisting of 595 employees was used for the study.

1.7. Definition of terms

Ethics :- moral principles that govern a person behavior or the conducting on an activity

Work ethics:- the ability to maintain proper moral values within the work place, it is an attitude that shapes the way an individual performs its jobs with high moral standards.

Honesty:- the quality of being fair and truthful.

Responsibility:- being accountable for what you do and doing your best, being diligent, reliable careful, prepare and informed.

Fairness:- involves issue of equality , impartiality, openness. It implies following a balanced standard of justice without letting ones felling interfere

Respect:- a feeling of deep admiration for someone or something elicited by their abilities, qualities, or achievement.

Employee:- is an individual who was hired by an employer to do specific job.

Human resource management:- is concerned with all aspects of how people are employed and managed in an organization.

Organization:- an organized group of people with a particular purpose, such as business and government department.

Job performance:- is the work performed in terms of quality and quantity expected of each employee.

1.8. Limitation of the study

The identification and discussion of all aspects of work ethics that have an impact on employee performance on the job is extremely challenging and goes beyond the scope of this paper. Due to limitations in terms of time, money, and other resources, this study did not investigate all aspects of work ethics. The sub-cities of Arada and Bole within the Addis Ababa city administration are the sole subjects of this research. In addition, there was a lack of awareness as well as a lack of willingness on the part of the employee with regard to filling out the questionnaires or providing the necessary data.

1.9. Organization of the study

This study which focuses on the effects of work ethics on the employee job performance is organized in to three chapters. The first chapter is the introductory part which comprises of background of the study, statement of the problem, the objectives of the study, the significance of the study, the scope of the study, and definition of terms. The second chapter briefly reviews the concepts, theories, and empirical works related to the effects of work ethics on the job performance of employee. The third chapter is about the design and methodology, research design, sampling technique, data analysis techniques are explained. Chapter four presents the detailed analysis of data. Finally the last chapter, chapter 5 presents the summary, conclusion, and recommendation of the results from the analyzed data.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This topic reviews the literature relevant to the study and attempts to bring out other researchers which are directly or generally related to the research topic. It describes the theoretical literature review, empirical review and basic concepts related to the study.

2.1. Theoretical literature Review

2.1.1 Ethics

The word ethics is derived from the Greek word ethos (character) and from the Latin word mores (customs).

Ethics also called moral philosophy, concerned with what is morally good and bad and morally right and wrong. The term is also applied to any system or theory of moral values and principles.

The oxford advanced learner's dictionary defines ethics as the science which deals with morals "Ethics is a systematic study of the fundamental principle of the moral laws or as normative science of human conduct.

2.1.2. Work ethics

The concept of work ethics has developed from the idea of Max Weber, at the beginning of the twentieth century in his book *Protestant ethics and the spirit of capitalism*.

Work ethics is a standard of behavior that guides workers in carrying out work and has social relations with other workers (Osibanjo and Akinbode, 2015).

Work ethics is a value based hard work and diligence. It is also a belief in the moral benefit of work and its ability to enhance character. A work ethics may include being reliable, having initiative or pursuing skills. In general work ethics can be defined as the inherent ability to strengthen character (Berman, 1997).

Work ethics is defined the strict adherence to courtesy, honesty and responsibility when dealing with individuals or other companies in the business environment. Work ethics usually concerned with the personal value demonstrated by business owners or entrepreneurs and instilled in the company employees. The good work ethics may include completing task in a timely manner with the highest quality (Osibanjo, 2015).

According to Nasution et.al. (2016), work ethics is an activity that is carried out by someone to achieve the goals that wants to fulfill and also work ethics is a feeling, speech and action of human who work with the organization.

Work ethics has been defined as the cultural norm that encourage people to take full responsibility for the work they do based on the belief that work has intrinsic value for individuals (Nizam et al., 2016). Gregory (2005), added that better understanding of the dimension of work ethics will have implications for increased job performance of employee.

2.1.3. Theories of Ethics

Ethical theory provides part of the decision-making foundation for decision making when ethics are in play because these theories represent the view point from which individuals seek guidance as they make decisions. For individuals the ethical theory they employ for decision making guidance emphasis aspects of an ethical dilemma important to them and leads them to the most ethically correct resolution according to the guidance within the ethical theory itself. Many ancient scholars such as Plato, Aristotle, Kant and other, came up with philosophical theories of ethics.

2.1.3.1. Principle of Deontology

The deontological class of ethical theories states that people should adhere to their obligations and duties when engaged in decision making when ethics are in play. This means that a person will follow his or her obligation to another individuals or society because upholding one's duty is what is considered ethically correct. For instance, a deontologist will always keep his promise to a friend and will follow the law. A person who adheres to deontological theory will produce very consistent decision since they will be based on the individual sets duties (Grey,2009).

2.1.3.2. Principle of Utilitarianism

Utilitarianism ethical theories are based on one's ability to predict the consequences of an action. To a utilitarian, the choice that yields the greatest benefit to the most people is the one that is ethically correct (Smart, 1973). There are two types of utilitarianism, act utilitarianism and rule utilitarianism. As suggested by Ferrell (2013), Act utilitarianism subscribes precisely to the definition of utilitarianism; the person performs the acts that benefit the most people, regardless of personal feeling or the societal constraints such as

laws. Rule utilitarianism takes into account the law and is concerned with fairness. Shafer (2013), states that rule utilitarianism seeks to benefit the most people but through the fairest and most just means available. Therefore, added benefits of rule utilitarianism are that it values justice and includes beneficence at the same time (Smart, 1973).

Both act and rule utilitarianism has disadvantages. Although people can use their life experiences to attempt to predict outcomes, no one can be certain that his/her predictions will be accurate. Uncertainty can lead to unexpected results making the utilitarian decision maker appear unethical as time passes, as the choice made did not benefit the most people as predicted (Marques, 2015).

Hayry (2013), states that a utilitarianism decision maker must make concerns his/her ability to compare the various type of consequences against each other on a similar scale. But, comparing material gains such as money against intangible gains, such as happiness, is very difficult since their qualities differ to such a large extent.

2.1.3.3. Principle of Rights

In ethical theories based on rights, the rights established by a certain society are protected and given the highest priority. Rights are considered to be ethically correct and valid since a large population endorses them. Individuals may also bestow rights upon others if they have the ability and resources to do so. The society has to determine what rights it wants to uphold and give to its citizens. In order for a society to determine what rights it wants to enact, it must decide what the society's goal and ethical priorities are (O'Neill, 2000).

2.1.3.4. Principle of Aristotle's Virtue ethics

The virtue ethical theory judges a person by his/ her character rather than by an action that may deviate from his/her normal behavior. It takes the person's morals, reputation, and

motivation into account when rating an unusual and irregular behavior that is considered unethical. One weakness of virtue ethical theory is that it does not take into consideration a person's change in moral character (Papauli, 2018).

2.1.4. Concepts of Employee Job performance

Employee Job performance relates to the how individuals perform in their duties (Campbell, 1990). In addition to training and natural ability, job performance is impacted by workplace environmental factors including physical demanding tasks, employee morale, stress levels and working extended hours (Javed,2015).

The term "job performance" refers to the tasks that are successfully completed within an organization. It is a plan that outlines the steps to be taken in order to achieve a goal or set of goals within a specific position, job, or company. However, it does not take into account the real-world challenges that come with performing the job. It instills confidence that successful job performance is not the result of a single event but rather a complex combination of occurrences. The outcomes of a specific job, which relate to a company's level of success and output, are considered to be a separate entity from a worker's performance in their position (Campbell, 1990).

Employee job performance is performing or accomplishment of a given task measured against a pre standard of accuracy, competence, cost, and speed. Employee job performance is the contribution of employee's achievement of organization objective (Armstrong,2009).

Employee Job performance reflects many important aspects that depend on company growth, expansion, and production (Javed,2015). A workforce consisting of healthy employees in good working conditions fosters steady production.

According to the various pieces of research that have been conducted, there are two categories of job performance: task performance and contextual performance. Task performance is the proficiency with which an individual performs activities that contribute to the "technical core" of an organization. This refers to both the individual and the organization. It is connected to one's capabilities, the tasks involved change according to the job, it is more prescriptive, and performing it constitutes being in-role. Activities that do not contribute to the technical core but that support the organizational, social, and psychological environment in which organizational goals are pursued are referred to as having contextual performance. It has to do with a person's personality and what drives them, the tasks involved are comparable from job to job, and it is more of a discretionary and extra-role responsibility (Devender, 2014).

Performance measures grouped into six general categories as indicated below

1. Effectiveness:- A process characteristic indicating the degree to which the process output or work product conforms to the requirement.
2. Efficiency:- A process characteristic indicating the degree to which the process produces the required output at minimum resource cost.
3. Quality:- The degree to which a product or service meets customer requirement expectation.

4. **Timeliness:-** Measures whether a unit of work was done correctly and on time. Criteria must be established to define what constitutes timeliness for a given unit of work. The criteria is usually based on customer requirement.
5. **Productivity:-** The value added by the process divided by the value of the labor and capital consumed.
6. **Safety:-** Measures the overall health of the organization and the working environment of its employees.

2.2. Empirical literature review

In this section the researcher tries to discuss the various scholars and researchers finding that have a numerical result of the work ethics relationship and effects on employees' job performance.

2.2.1. Effects of work ethics on the employee job performance

The work ethics of a company's employees are a significant factor in the company's overall performance in any industry. When an employee has good work ethics, it motivates them to put in more effort, not only physically but also mentally and emotionally, in their work to meet and even exceed expectations (Nizam et.al.,2016).

2.2.2The importance of honesty in the work place

Integrity, truthfulness, openness, and clarity of conduct are some of the positive and virtuous characteristics that are associated with honesty. Other positive and virtuous characteristics associated with honesty include the absence of lying, cheating, and theft,

among other misbehavior. In addition to this, honesty requires one to be dependable, trustworthy, loyal, fair, and sincere (Derfler,2022).

To cultivate a safe and sound working environment, honesty and integrity are indispensable. Dishonesty in the workplace makes it more likely that employees will quit their jobs, which in turn can affect the turnover rate and make it more difficult to attract talented workers (Trevino, 2014).

When employees are honest with one another in the workplace, it encourages open communication and constructive criticism. Above and beyond the factors that correspond to the big five personality traits, honesty was found to have a significant relationship with job performance rating(Trevino, 2014).

2.2.3. Responsibility in the work place

Work responsibility is demonstrated when an employee performs all of the duties of their position as outlined in the job description and complies with all of the organization's policies and procedures in an expert manner and to the best of their abilities. Your daily actions at work, your behavior during special work-related events, and how you treat other employees are all factors that contribute to your level of responsibility at work. When you are responsible at work, you establish yourself as a valuable employee and a dependable coworker (Alesina,2005). Your specific role and the culture of your workplace will determine the kinds of job-related responsibilities you have as well as the standards of conduct that are expected of you while you are on the job.

Responsibility is important in workplace because it shows your professionalism, can advance your career, helps build professional bonds with coworker and shows company leadership that you are a valuable employee. Supervisors value employees who exhibit

responsibility because they know they can trust you to complete tasks on time and submit high caliber work. Responsible employees are professionals with a consistent work ethic who take actions daily toward their professional goals (Mojgan,2012).

Responsible employees work to advance company success and strive to perform their daily duties well. Responsible employees are engaged in their daily activities and establish a culture of accountability that advances individual careers and increase company productivity (Kaufmann,1949).

2.2.4. Respect in the workplace

A healthy working environment must first and foremost be characterized by respectful interactions between coworkers. It encourages collaboration among coworkers and boosts both productivity and efficiency in the workplace. It conveys to employees the message that their abilities, qualities, and accomplishments are valued, and that their contributions are critical to the success of their company (Wiersma, 2020).

Being valued and respected at work helps to foster a positive culture in the workplace, one in which employees are loyal to their employer, feel fulfilled in their work, and are motivated to perform to the best of their abilities for their employer. Those who do not respect others demonstrate a lack of professionalism and are a risk to the well-being of their organization(Kristie.M,2014).

Respect in the workplace breeds a healthy work environment. A professional respectful work culture encourages productivity and growth. The staff works optimally knowing they are valued and respected for their ideas as well as their role within the company and fosters product, growth and success for your organization.

The manner in which a person addresses you, the tone of their voice, and their nonverbal communication are all important indicators of respect. It is possible to see this in action by observing how your coworker or supervisor listens to what you have to say and asks questions to ensure that they comprehend your perspective (Wang, 2008). The manner in which your superiors and colleagues at work interact with you is one of the best indicators of respect. This is evident in the manner in which your company creates new rules and policies and introduces them to employees, as well as in the manner in which they compensate, recognize, and reward you.

The amount of meaningful work that is delegated to you, the frequency with which your coworkers ask for your opinion, and the level of consultation you receive regarding changes that may have an impact on your role are all indicators of respect (Mojgan,2012).

Finally Respect is a prerequisite for a healthy workplace where employees feel valued performing work that is meaningful to their organization. A healthy work environment can increase employee retention and boost an organization's reputation as a great place to work.

2.2.5. Fairness in the workplace

One of the most important factors that determine how healthy a workforce is whether or not workers believe they can trust their line manager. Employees' expectations of how they will be treated in the future are fundamentally shaped by their level of trust in the authorities who make decisions on behalf of the company, both in terms of what those authorities are likely to do and how they will carry out the decisions they make (Collins,2012). When workers have a high level of confidence in their supervisors, they are more likely to anticipate that their organization will achieve positive results, and they are also more likely to anticipate that the processes that are used by authorities to plan and implement decisions

will be conducted in an equitable manner(Wiersma, 2020).The atmosphere of the workplace has a significant impact on the amount of work that employees get done as well as the opinion they have of their employers.

When employees perceive that their workplace is fair, they are more likely to feel safe and engaged in the work that they produce. It produces a productive atmosphere for employees in which the company compensates them fairly and management professionals equally appreciate each employee's hard work. This results in increased productivity from the employees. In addition, a fair working environment ensures that management professionals will choose appropriate disciplinary action when it is required for employees. This environment often results in increased personal investment on the part of employees in the success of the company, which in turn reduces employee turnover.

In order for businesses to remain in compliance with applicable employment legislation, it is of the utmost importance that they uphold ethical standards when dealing with their workforce (Clark, 1998).

Sunanda (2018), investigated that the impact of workplace ethics on employee and organizational productivity. The main objective of the study was to examine the effects of etiquette and unethical behavior on employee commitment and productivity in India. A descriptive survey research method was adopted for the study using 100 questionnaires which were administered on employees in different sectors of India. Secondary data as well as documented evidence were used for the data collection. The data was analyzed through structural equation modeling and supported by descriptive statistics. Each item was based on a 5 point Likert Scale. AMOS 22 was adopting in testing hypothesis. The finding

showed that significant relationship exist between ethical standards and organizational productivity.

A study done by Osibanjo et al (2015), entitled work place ethics and employee performance in Nigeria. The main objective was to discuss how work ethics affects employee job performance by evaluating how either strong work ethic or weak work ethics can contribute to encouraging or discouraging employees' job performance. Literature review and theoretical ground point towards the need for employees to promote ethical practices and discourages unethical practices which can reduce employee job performance. The study proposed that strong work ethics result in excellent job performance.

Mubarak (2020), investigated that the effect of work discipline, work ethics and work environment on work motivation and its impact on employee job performance of Aceh Educational Office Province of Aceh, Indonesia. The purpose of the study was to determine the effect of work discipline, work ethics, and work environment on work motivation and its impact on employee performance of Aceh educational office. Data was collected from 206 employees by using questionnaires. The data was analyzed using SEM with the help of AMOS 22.0 program. The finding showed that work ethics and work environment have a significant effect on work motivation and employee performance of Aceh Education office, other result showed that work discipline, work ethics and work environment have a significant effect on employee performance through work motivation.

A study done by Javed.o.,(2015), with the title The Influence of Work Discipline, Work Ethos and Work Environment on Employee work Achievement. The main objective of the study was to examine the effect of work discipline, work ethics and work environment on employee performance at the Department of Industry, Trade, Cooperative and small and

medium Enterprises, Yapeen Islands Regency. Data collection techniques were carried out by distributing questionnaires and interviews from 66 respondents. The hypothesis was tested by multiple linear regression analysis with the help of SPSS software. The result of the analysis showed that work discipline has significant positive effect on employee performance, the higher the level of employee discipline the higher the employee performance. Work ethics has a significant positive effect on employee work performance, the better the work ethic of the employee the better the work performance. In addition the work environment has a significant positive effect on employee performance.

A study done by Adeyeye et al (2015), with the title Effects of Workplace Ethics on Employee and Organizational Productivity in Nigerian. The main objective of the study was to examine the effects of etiquette and unethical behavior on employee commitment and productivity in Nigeria. The data collected using descriptive survey research method where 111 valid questionnaires were administered on employees in government establishment, organized private sector, Indigenous, Asian and Lebanese companies operating in industrial states of Lagos state, Nigeria. Secondary data as well as documented evidence were also reviewed and used for the study. The sampling procedure was carried out randomly. The collected data were analyzed using structural equation modeling and supported by descriptive statistics and each item was based on a 5-point Likert scale. AMOS 22 was adopted in testing the study hypothesis: the data was presented with the use of SPSS while Structural Equation Modeling (SEM) was utilized due to its generality and flexibility to evaluate the validity or regression and correlation between observed variable. The result showed that significant relationship exists between ethical standards and organizational productivity in Nigeria and that integrity cum discipline have negative

impact on improved productivity level of the organization, which could be attributed to the nature of these virtue being abstract and could only be seen or observed overtime. The study suggested that all government agencies such as Nigerian Pension Commission, Nigeria Investment Promotion Commission, Economic and Financial Crimes Commission and Independent corrupt practices etc saddled with the duty of ensuring etiquette in workplace should discharge their responsibilities more diligently and sanction organizations found guilty of unethical conducts in business concern and employment relationship.

A study done by Shahrul.N(2016), entitled The Relationship between Work Ethics and Job performance. The study discusses the way employees do their job which may be perceived as ethical or unethical. A structural model was constructed to test the effects of work ethics on job performance. Data was collected from 157 respondents selected randomly from SMEs, involved in retail trade textile service located in Siengor, Kuala Lumpur and Johor where self- administered questionnaire, using six point Likert response scale. Multi-dimensional work ethics profile was used as the instrument to measure work ethic. The study found that work ethics affects job performance significantly. It highlights the importance of work ethics in improving job performance.

A study done by Mohammad.T.(2020), entitled The Effect of Work Ethics on Job Performance in International SME in Al – Hassan Industrial State. The main objective of the study is to explore how work ethics (through work ethics elements: integrity, responsibility, equality, self-discipline) effects on employees job performance in SMEs in Al-Hassan Industrial Estate. A survey was conducted on 257 employees in SMEs in Al-Hassan industrial state. Hierarchical regression was used to model the effect of work ethics

on employee job performance. The result showed that work ethics is improved employee's job performance in SME in Al-Hassan industrial estate. Moreover, the elements of work ethics (Integrity, Responsibility, Equality, and Self-discipline) also improved employee's job performance. Moreover the company should provide the necessary information to all auditors frankly, the managers should be authorized responsibility to employees, managers should be treated all employees fairly, and the workers should be carried out the tasks assigned to them by self-monitoring.

A study done by Boafo (2018), entitled the effect of workplace respect and violence on nurse's job satisfaction in Ghana. The aim of the study to investigate the impact of non-economic factor of workplace violence and respect on job satisfaction level of nurses in Ghana. The study uses a cross sectional questionnaire survey. It involved 592 qualified practicing nurses working in public hospitals in Ghana. The result showed that verbal abuse and perceived respect were statistically significant predictors of nurses job satisfaction. Nurses who experienced verbal abuse and low level of respect were more likely to report low job satisfaction score.

A study done by khoa(2018), entitled the impact of high quality work place relationship on job performance in a perspective staff nurses in Vietnam. The objective of the study is to investigate the effects of healthy workplace relationship on employees working behavior, which in turn affect their performance. Integrated model was developed to examine the primary performance drivers of nurses in Vietnam hospital. The study analyzes a questionnaire survey of 303 hospital nurses using a structured equation modeling approach. The finding demonstrated the positive effects of high quality workplace relationship on working manner including higher commitment, lower level of reported job stress and

increased perception of social impact. The result also suggests that relationship between leaders and their staff nurses make a significant contribution to the quality of workplace relationship and nurses' performance.

A study done by Nurul (2020), entitled integrity and employee job performance in Malaysia. the main objective of the study was to investigate the effects of integrity on employee job performance in four main industries in Malaysia which are manufacturing, accommodation, food and beverage, education and public administration. The data were collected from 420 employees using questionnaire approach. The collected data was analyzed using smart 3.0. The finding show that there is a positive significant relationship between integrity and employees job performance with Malaysia working culture as the background and also integrity plays a vital role in employee performance as well a high integrity employee will lead to a better performance.

A study done by Megan (2011), entitle A new trait on the market: Honesty- humility as a unique predictor of job performance, Personality and individual differences. The main objective of the study was to investigate Honesty-Humility ability to predict supervisors rating of employees job performance was examined among workers who provide care for challenging clients. Employees completed 240 items from the international personality items measuring Honesty – humility, extraversion, emotionality, agreeableness consciousness and openness to experience. Supervisors rated employee's performance on 35 job skill. The finding shows that Honesty-Humility correlated positively with supervisors rating of overall job performance and was a unique predictor of performance rating over and above five other main factors in the model.

A study done by Suria (2019), entitled Workplace fairness, Information sharing and Employee performance in a budget setting. The purpose of the study is to examine the effects of work place fairness and information sharing on employee performance in a budget setting. The hypothesis are tested using survey data collected from 108 sub unit managers from various industries, randomly selected from Bursa Malaysia. The finding indicated that both workplace fairness and information sharing are positively associated with improved employee performance in a participative budget setting.

A study done by Riri (2020), in the title: The influence of integrity and Loyalty on employee performance. The main objective of the study was to analyze the influence of integrity and loyalty on employee job performance in the secretariat office of Si jun jung, west Samatra. The population of the study consisted of all civil servants of the secretariat office. The study used random sampling technique with a sample of 120 respondents. Data were collected through questionnaire and analyzed used regression analysis. The result of the study indicated that integrity and loyalty both partially and simultaneously had a significant and positive effect on employee job performance.

A study done by Awaludin (2016), entitled: The effect of job satisfaction, Integrity and motivation of performance. The main objective of the study was to describe and analyze the effects of job satisfaction, Integrity, and motivation on performance. The population of the study consisted of 84 health worker in the government hospital in the city of Kendari. The data was collected using questionnaire and the sampling method used is the census method that the total sampling took all the members of the population, and multiple regression analysis technique was used to analyze the study. The result of the study show

that simultaneously job satisfaction, integrity and motivation of health worker has significant impact on the performance of health worker.

A study done by Bing (2012), entitled Research on relationship between the knowledge based workers sense of responsibility and job performance. By testing 203 knowledge based workers in Xian area, the study focused on the relationship between sense of responsibility and job performance. The finding show that sense of responsibility to work, sense of responsibility to oneself were positively correlated with task performance, sense of responsibility to colleagues were positively correlate with contextual performance.

A study done by Inuwa (2017), entitles relationship between job equity and performance of employee: a literature review. The study adopts job equity as an independent variable and employee performance as dependent variable with the aim analyzing how perceived job equity enhances employee performance. The study reviews past study and literature by various research and conclude that job equity plays an important role in boosting employee morale and enhance performance. Consequently the study recommends that managers, employers and organization as a whole should ensure that equity and fairness is always play in all level of decision making thereby making the employee safe and secured, which result higher performance and productivity

A study done by Nouri (2019),entitled challenges of respect as promoting healthy work environment in nursing. The main objective of the study to explore the barriers of respect in nursing workplace. Qualitative content analysis was carried out at the school of nursing and midwifery of Golestan University of medical science. Semi structured interview method was employed on 14 nursing staff. In the study nurses experience concerning the obstacles to creation and maintain the respectful workplace in the clinical nursing were

examined. According to the finding feeling of ignored, socio cultural condition in society, lack of support by managers, poor organizational climate were revealed and discussed. Participants argued that feeling of ignored was typified through the factors of participation in decision making, receiving feedback addressing problems and demands. The study was proved that not only nurses participation in decision making influential in maintaining respectable workplace but also it leads to improvement of professional autonomy in nurses.

2.3. Conceptual framework

The conceptual framework in this research provides a basis for understanding the effect of work ethics on the job performance.

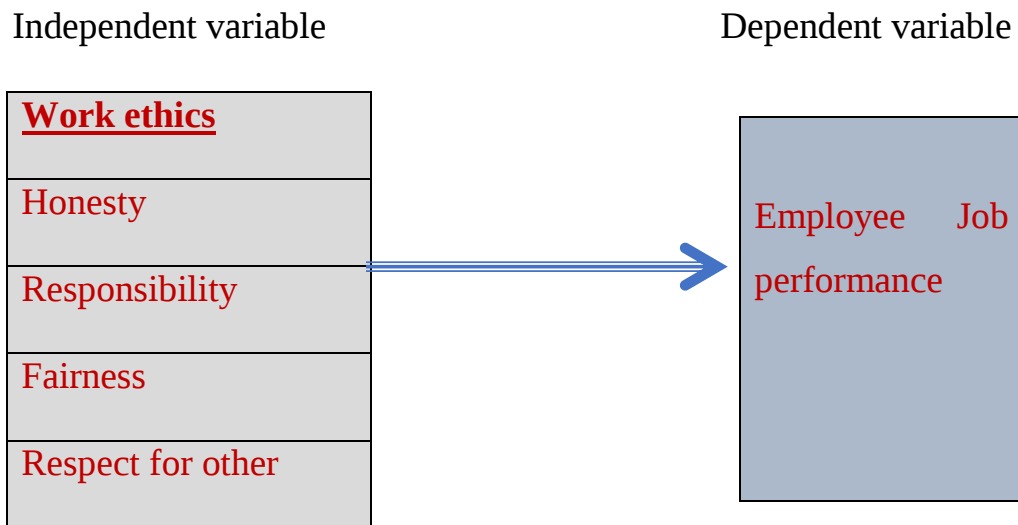
Independent variable (Work ethics)

The independent variable that the study inaccount is the work ethics which include honesty, responsibility, fairness and respect, the presence of such qualities influence the job performance of employees. Proper implementation of work ethics leads to effectiveness, quality of service delivery.

Dependent variable (employee job performance)

The dependent variable is employee job performance.

Figure-2.3. Conceptual framework: work ethics affect employee job performance



2.4. Research Hypothesis

Based on the conceptual framework. The researcher tried to address the following research hypothesis.

Hypothesis 1:

HI: Honesty has a positive and statistically significant effect on employee job performance.

Hypothesis 2:

HI: Responsibility has a positive and statistically significant effect on employee job performance.

Hypothesis 3:

HI: Fairness has a positive and statistically significant effect on employee job performance.

Hypothesis 4:

HI: Respect for other has a positive and statistically significant effect on employee job performance

CHAPTER THREE

RESEARCH METHODOLOGY

This part presents the research design, population, sample size sampling method, data collection method, data management and analysis.

3.1 Research approach

The study was used quantitative research approach. Research approaches are plans and the procedures for research that span the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation. Basically, there are three types of research approached namely Qualitative, Quantitative, and mixed approach (Creswell, 2003). To examine the relationship between the independent and dependent variable, a quantitative approach is used.

3.2. Research design

The function of research design is to provide for the collection of relevant information with minimal expenditure of effort, time and money (Kothari, 2009). The study was used Explanatory research design. Explanatory research design is a type of research that looks at the relationship between one variable with one or several other variables. This design has been chosen to help describe the relationship between the work ethics with the job performance of employee.

3.3. Population and sampling

The study was carried out in Addis Ababa city administration Arada sub city and Bole sub-city in each six offices or departments such as Chief executive office, Design and construction, Land development and management, Trade and industry, Finance, and Procurement office with a total population of 595 employee. The study Population included both management and non-management staff.

3.4. Sample design

The study was used simple random sampling to select higher and lower level employees. Simple random or probability sampling method has an equal chance of getting the data from the total population (Creswell, 2003).

3.5 Sample size determination and sampling technique

It is impossible to study the whole targeted population. Therefore the researcher used the sample population. The sample size is adopted from the simplified formula (Yamane, 1967)

$$n = \frac{N}{1 + N(e)^2}$$

Where n=sample size

N= population size

e=level of precision (0.05)

$$n = \frac{595}{1 + 595(0.05)^2}$$

$$n = 239$$

Applying 5% error margin the sample size for the survey in the study was 239 employees from the total population.

3.5.1 Sampling technique

In the Addis Ababa City Administration there are 11 Sub-cities; from these sub-cities by lottery method the researcher selected two sub-cities namely Arada and Bole sub-city. The two sub cities have each 10 independent offices. From the total of 10 offices by lottery method 6 offices were selected from each sub city. So as to make the study manageable the researcher used proportionate stratified random sampling technique to identify the sample size of each targeted offices that are found in the selected sub city.

Table.3.1. Distribution of the target population and sample

No	Department /offices	Total number of population	Percentage of each unit of the total population	Sample size from each unit
1	Chief executive office (Arada)	57	0.095	23
2	Chief executive office (Bole)	66	0.11	26
3	Design and construction (Arada)	48	0.08	19
4	Design and construction (Bole)	44	0.074	18
5	Land development	39	0.065	16

	&Management (Arada)			
6	Land development & management (Bole)	57	0.095	23
7	Trade and industry (Arada)	33	0.055	13
8	Trade and industry (Bole)	55	0.092	22
9	Finance (Arada)	48	0.08	19
10	Finance (Bole)	66	0.11	27
11	Procurement (Arada)	43	0.07	17
12	Procurement (Bole)	44	0.065	16
	Total	595	0.1	239

Source: own survey

3.6. Data collection method

Data collection was conducted using structured questionnaire. The study collected primary data which is found directly from the respondent. The questionnaire was design and distributed to the selected employees of the organization. The researcher was considering questionnaires for the study since they provide a high degree of data standardization and relatively quick to collect information from people.

Questionnaire was used to gather relevant information from the source to find out solution for the research problem (Kadic, 2020). The questionnaire were pre-tested prior to being administered to the selected sample and allow the researcher to alleviate any confidentiality issues that arise. The data collection instrument was adopted from other source (Miller, 2002). The questionnaire is mainly based on a 5-point Likert scale ranging from 1 to 5. To

maintain its consistency, the questionnaire was originally prepared in English, then translated to local language, and finally translated to English.

3.7. Data analysis

After respondent have answered the questionnaires raw data was cleaned and sorted in Microsoft excel. The data was analyzed using the appropriate descriptive and inferential statistical packages such as mean, standard deviation correlation analysis, regression analysis found in SPSS version 24.

3.8. Validity and Reliability

Validity and reliability are concepts used to evaluate the quality of the research. They indicate how well a method, technique or test measures something. Reliability is about the consistency of a measure and validity is about the accuracy of a measure (Bolarinwa, 2015).

3.8.1. Validity

It is important to conduct a validity test that measures how much each question in the questionnaire are adequate to measure each dimension of work ethics. The researcher used content validity test, data collection was pretested on a small number of respondents from each category of the population to ensure that the question will be accurate and clear. The researcher also consulted the research advisor for guidance after which the researcher pretest the data collection instrument.

3.8.2. Reliability

Reliability test was done to measure the different questions in the questionnaire are consistent. To maintain the consistency of the data collection tool or the questionnaire is well structured and use standardized format. The researcher also consulted the research advisor for proper guidance after which the researcher was pretest the data collection instrument.

A reliability test was carried out in order to determine the degree to which the various components of the same construct or the various inquiries contained within the questionnaire are consistent with one another. The internal consistency measurement was used to calculate the reliability measurement, which was then applied to each of the items that fell under the same construct. i.e cronbach alpha. It was found that the inter-item correlation or the Cronbach alpha coefficient of evaluation for each construct were both higher than the threshold value of 0.70 (Malhotra & Briks,2007). Because the values of the alpha coefficient for all factors were higher than the cutoff point criteria ($> \text{ or } = 0.7$), the investigation's findings indicated that the data's internal consistency was high and that their reliability could be considered satisfactory. The greater the degree to which the value of alpha approaches 1, the greater the degree to which internal consistency or reliability will be.

Table: 3.2. Reliability test result

Factors	Crombach alpha	Number of item
Honesty	0.821	12
Responsibility	0.89	5
Fairness	0.703	6
Respect for others	0.896	10
Job performance	0.745	10

Source: own survey

3.9. Ethical consideration

The rights, interests and dignity of the respondent must be respected, this include confidentiality, safety, health quality, and diversity of individuals. The participants were informed of their right to refuse to participate, or withdraw at any point. Their withdrawal would not have any consequences whatsoever. The research was conducted in a free and transparent way, to withhold integrity and honesty. The data were collected in a transparent manner and were not change with an intention to change results.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents the study findings, interpretation of the result and discussion made over the findings. The first section of the chapter presents the survey data demographic characteristics of the respondents. The second section of the chapter presents the finding and discussion of the descriptive statistics analysis while the third section deals with the presentation of the result and discussion of the inferential statistics analysis.

4.2. Response rate

As such the study investigates the effect of work ethics on the job performance of Addis Ababa City Administration. In this research a total of 239 questionnaires were distributed to the respondent and 228 questionnaire were returned this indicates that 95 percent of the questionnaire is filled and returned.

Table 4.1: The response rate of the study

Type	Sample size	Actual Response	Percentage
Questionnaire	239	228	95

Source: own survey

4.3 Demographic characteristics of Respondents

The researchers are better able to understand the variation among the respondents in terms of the important demographic variables after conducting an analysis of the demographic characteristics of the respondents. Because of this, this section presents the study respondents according to their gender, age, educational background, job position, and number of years of experience in the relevant field.

In the first part of the questionnaire, we looked at the responses and investigated how the demographic factors of the respondents affected the data.

Gender of the respondents

Table 4.2. Gender of respondent

Gender	Frequency	Percent	Valid percent	Cumulative percent
Male	134	58.8	58.8	58.8
Female	94	41.2	41.2	100.0
Total	228	100.0	100.0	

Source: Own survey

The finding on the gender distribution of the respondents indicates that out of the total 228 respondents the study male respondent is 58.8 percent of the total population of the respondent and the female respondent is 41.2 percent of the total population. This indicates that male respondents are dominant over female respondent.

Age of the respondents

Table 4.3. Age of respondents

	Frequency	Percent	Valid Percent	Cumulative percent
18-30 years	58	25.4	25.4	25.4
31-40 years	118	51.8	51.8	77.2
41-50 years	38	16.7	16.7	93.9
Above 50 years	14	6.1	6.1	100.0
Total	228	100.0	100.0	

Source: Own survey

In terms of the age distribution of the respondents, 51.8% of the respondents fall into the age group of 18-30, 25.4% of the respondents fall into the age group of 31-40, 16.7% of the respondents are in the range between 41-50, and finally 6.1 % of the respondents are over the age of 50 years. This indicates that 77.2% of the respondents were in the productive age range and that they are able to contribute more effectively to the accomplishment of the company's goals and to practice work ethics.

Educational background of the respondents

Table 4.4. Educational background of the respondent

	Frequency	Percent	Valid percent	Cumulative percent
10-12 completed	1	0.4	0.4	0.4
Certificate	2	0.9	0.9	1.3
Diploma	21	9.2	9.2	10.5
First Degree	142	62.3	62.3	72.8
Second degree	62	27.2	27.2	100.0
Total	228	100.0	100.0	

Source: Own sample survey, 2022

The city administration of Addis Ababa recruits staff members with a variety of academic qualifications. According to the findings of the research conducted on a representative sample of the population, 72.8 percent of respondents hold at least a bachelor's degree, while 27.2 percent have earned a master's degree or higher. Those who have a college diploma make up 9.2 percent of the total. The percentage of respondents who hold a certificate accounts for only 0.9 percent, while the percentage of respondents who have completed grade 12 is only 0.4 percent. The findings allow us to deduce that the vast majority of the case company's respondents possess the level of education necessary to comprehend and put into practice work ethics.

Job position of the respondent

Table 4.5 Job position of the respondent

	Frequency	Percent	Valid percent	Cumulative percent
Manager	4	1.8	1.8	1.8
Director	9	3.9	3.9	5.7
Coordinator	35	15.4	15.4	21.1
Officer	159	69.7	69.7	90.8
Other supporting staff	21	9.2	9.2	100.0
Total	228	100.0	100.0	

Source sample survey, 2022

The table above describe that 69.7 percent of the respondents were officers followed by coordinators with 15.4 percent, 9.2 percent of the respondent was other supporting staff and 3.9 percent of the respondent was directors and the remaining 1.8 percent represented by those at the managerial level. The result show that the majority of the respondents are officers that is common in every organization.

Table 4.6. Years of experience of the respondent

	Frequency	Percent	Valid percent	Cumulative
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				percent
Less than 1 year	22	9.6	9.6	9.6
1-3 year	61	26.8	26.8	36.4
4-6 year	66	28.9	28.9	65.4
7-10 year	47	20.6	20.6	86.0
11-15 year	19	8.3	8.3	94.3
Above 16	13	5.7	5.7	100.0
Total	228	100.0	100.0	

Source sample survey, 2022

The number of years spent working for or serving an organization is another topic that the study intends to investigate. According to the table that was just presented, 28.9 percent of the respondents had a work history that spanned between 4 and 6 years, 26.8 percent of the respondents had a work history that spanned between 1 and 3 years, 20.6 percent of the respondents had a work history that spanned between 7 and 10 years, 9.6 percent of the respondents had a work history that spanned less than one year, and 8.3 percent of the respondent have 11-15 years' work experience and the remaining 5.7 percent of the respondent have above 15 years work experience. This indicates that almost 90 percent of the respondent have greater than 1 year work experience, i.e it helps to understand about work ethics and its effects

4.4. Descriptive statistical analysis

In order to understand the respondents perception of the practice of the various dimension of work ethics and its effect of the employee job performance of the organization understudy,

various statement were presented to measure the employee perception of dimension of work ethics honesty, responsibility fairness and respect for others. Accordingly each statement under each stage of the process or the variables was subject to the Five Scale Likert measurement method. Each statement under a variable is scaled 1-5 when 1 represent the respondents perception of a statement as strongly disagree , 2 stands for disagree, 3 stands for neutral , 4 stands for agree and 5stands for strongly agree. Mean result from the Likert scale are classified based on the standardized agreed listed range developed by Al-Sayaad et al.(2006). From 1.00 to 1.80 strongly disagree, from 1.80 to 2.60 disagree, from 2.60 to 3.40 neutral, from 3.40 to 4.20 agree and finally from 4.20 to 5.00 from strongly agree.

4.4.1. Honesty

Table 4.7 Honesty

Statement	N	Mean	Standard deviation
A person should always do the best job possible	228	4.63	0.950
One should always do what is right and just	228	4.63	0.873
Time should not be wasted, it should be use efficiently	228	4.56	1.011
You should never tell lies about other people	228	4.63	0.932
I would take items from work it I felt I was not getting paid enough	228	1.73	1.254
It is never appropriate to take something that does not belong to you	228	4.63	0.932
Stealing is alright as long as you don't get caught	228	1.50	1.204

Encouraged to give honest feedback to the supervisor	228	4.43	1.110
Accountable for your own action	228	4.57	1.045
Always put best effort in your work	228	4.46	1.096
I always try to keep my promise in the work place	228	4.41	1.043
I tried to communicate with a positive attitude	228	4.48	0.968
Grand Mean	228	4.05	

Source own survey, 2022

Respondents were asked to score how well several statements that describe an employee's honesty fit the dimension of work ethics in this portion of the survey. The data that is shown in the table that is located above demonstrate that the aggregated mean score value is 4.05, and that it falls between the values of 3.4 and 4.2 on the likert scale. It is clear from the statements made above that responders agreed and are carrying out their responsibilities appropriately. However, the mean value of statements mentioned about stealing and taking items from the organization lies between 1.00 and 1.80 on the likert scale, which shows that they are strongly disagreeing on their responses. This indicates that they are not stealing items and are doing their duties in an honest manner.

4.4.2 .Responsibility

Table 4.8. Responsibility

Statement	N	Mean	Standard deviation
One should always take responsibility of ones action	228	4.50	1.013
People would better off if they depend on themselves	228	4.41	1.077

Ability to work without close supervision	228	4.29	1.059
Ownership and responsibility for own mistakes and errors	228	4.45	1.003
One must avoid dependence on other person whenever possible	228	4.43	1.149
Grand Mean	228	4.41	

Source own survey, 2022

In this stage, in order to understand the work ethics characteristic of how the employees of the organization under study are responsible for their duties and actions, it is necessary to understand how work ethics are characterized. Accordingly, the result of the grand mean value revealed that 4.41, of which are presented in the table above show that the respondents fully agree compared with Likert scale value and it indicates that they are fully responsible for their duties, and that they follow work ethics.

4.4.3 Fairness

Table 4.9. Fairness

Statement	N	Mean	Standard deviation
People should be fair in their dealing with others	228	4.53	1.008
One should not pass judgment until one has heard all the fact	228	4.51	1.026
Treat peoples equally regardless of demographic status or relationship with others	228	4.54	0.991
Compensate fairly for your work	228	2.69	1.591

Having transparent pay structure	228	2.65	1.582
Having structured promotion path that everyone can look it	228	2.91	1.651
Grand Mean	228	3.64	

Source own survey, 2022

According to the results of the aforementioned fairness statements, respondents agreed on an overall mean value of 3.64, but individual mean values for the statements about compensation, pay structure, and promotion were found to be 2.69, 2.65, and 2.91, respectively. Comparing these individual mean values on a likert scale reveals that respondents are neutral or unsatisfied. It implies that changes should be made to the system for promotions, wages, and compensation.

4.4.4 Respect for others

Table 4.10. Respect for others

Statement	N	Mean	Standard deviation
Your organization fosters an environment where all employees are treated with dignity and respect	228	3.72	1.536
It is important to treat others as you would like to be treated	228	4.63	0.950
Recognize the strength and the accomplishment of others	228	4.50	1.030
I give value the time and workload of others	228	4.50	1.013
Practice common courtesy and politeness	228	4.60	0.954
Listen to what everyone has to say	228	4.72	0.812

Everyone has include in meeting, discussion and celebration	228	3.79	1.299
Consider how others view you and your action	228	4.46	1.012
Help your peer and everyone need help	228	4.61	0.895
Respect for others and authority is something everyone need to learn	228	4.33	1.155
Grand Mean	228	4.38	

Source own survey, 2022

According to the findings of the survey, respect for others received a grand mean score of 4.38. This means that respondents highly agreed with the assertions that were presented above when using the likert scale. However, it has been demonstrated that the mean value of 3.72 on some statements is lower than the grand mean value of 4.38. This demonstrates that the city administration has some room for improvement with regard to giving respect and dignity to each employee.

When the grand mean values of the four dimensions of work ethics—honesty, responsibility, fairness, and respect for others—are compared, responsibility has the highest grand mean value of 4.41; respect for others and honesty come in second and third place, respectively, with grand mean values of 4.38 and 4.05. Fairness, however, has the lowest rating of 3.64. It demonstrates that in order to increase job performance, the organization needs to make some changes to its compensation, pay structure, and promotion policies.

4.4.5 Job performance

Table 4.11 Job Performance

Statement	N	Mean	Standard deviation
Adequately completes assigned duties	228	4.46	0.977
Fulfills responsibility specified in the job description	228	4.27	1.148
Perform task that are expected	228	4.37	1.121
Meet formal performance requirement of the job	228	4.37	0.969
Engage in activities that will directly affect performance evaluation	228	3.67	1.653
Not Neglect aspects of the job is obligated to perform	228	4.09	1.410
Fail to perform essential duties	228	2.03	1.538
I managed to plan my work to that I finished it on time	228	4.48	1.112
I keep in mind the work result I needed to achieve	228	4.50	1.026
I was able to set priorities	228	4.53	1.064
Average job performance		3.86	

Source own survey,2022

According to the descriptive value that is shown in the table that is located above, the mean value of job performance is 3.86. This, according to the research question used in this study to measure job performance of the city administration employees, indicates that the employees follow the policies, work effectively and efficiently with the resources provided, complete their work on time, and put in additional time and effort when necessary to do so.

4.5 Inferential analysis

In contrast to descriptive statistics, which allow researchers to make inferences about the entire population based on data from a sample, correlation analysis is utilized in this context to investigate the nature and degree of association between the variables utilized, whereas regression analysis is utilized to investigate the effect of the explanatory variables—honesty, responsibility, fairness, and respect for others—on the dependent variable, employee job performance. Descriptive statistics assist researchers in making inferences about the entire population based on data from a sample.

4.5.1. The relationship between work ethics dimension and employee job performance

The purpose of the correlation analysis that was carried out was to gain an understanding of the nature and strength of the association that exists between the variables that were accounted for by the regression model. Therefore, the Pearson correlation analysis method was utilized in this part of the research to conduct a correlation analysis between the independent variable (Honesty, Responsibility, Fairness, and Respect for others) and the dependent variable (Employee job performance). The Pearson correlation coefficient is a statistic that indicates the degree to which two variables are related to one another. It does this by comparing the values of the two variables. The direction of the relationship between -1.00 and +1.00 is indicated by the sign of the correlation coefficient, which can be either plus or minus. Variables may have a positive or a negative correlation with one another. A positive correlation between two variables shows that there is a direct and positive

relationship between them. A negative correlation between two variables denotes that there is an inverse or negative relationship between them (Ruud et.al,2012).

Table 4.12 Correlation coefficient interpretation

Correlation coefficient	Strength of the correlation
From 0.7 to 0.9	Very Strong association
From 0.5 to 0.7	strong association
From 0.3 to 0.5	Moderate association
From 0.10 to 0.3	Low association
From 0.00 to 0.09	Negligibleassociation

Source: Agundiade.D, (2013)

To get degree of the association between the independent variable (Honesty, Responsibility, Fairness and Respect others) with the dependent variable Job performance the pearson correlation analysis is used.

Table 4.13. Correlation matrix

	Honesty	Responsibility	Fairness	Respect for other	Job Performance
Honesty					
Responsibility	.446**				
Fairness	.395**	.558**			
Respect for other	.698**	.725**	.592**		
Job Performance	.705**	.781**	.535**	.815**	

** . Correlation is significant at the 0.01 level (2-tailed).

Source: own survey, 2022

As presented in the table above the correlation analysis matrix revealed that there exist significant correlation between the dependent variables and the independent variables. According to the finding the honesty of employee of the city administration ($r=0.705$, $P<0.01$) has a very strong, positive and statistically significant relationship with employee job performance. This means an increase in employee honesty will bring in increment in job performance. The correlation coefficient of Respectfor others is ($r=0.815$, $P<0.01$). This implies that there is a very strong, positive and statistically significant relationship between Respect for others and employee job performance. This means an increase in respecting others will bring an increment in job performance. The correlation coefficient of employee responsibility of the organization is ($r=0.781$, $p<0.01$). This implies a Very strong, positive

and statistically significant relationship between responsibility and job performance. Finally the correlation coefficient of fairness is ($r=0.535$, $p<0.01$). This implies there is a strong positive and statistically significant relationship between fairness and employee job performance.

4.5.2 The effect of work ethics dimensions on employee job performance

The primary objective of this research is to investigate how employee job performance is affected by the presence or absence of a strong work ethic. In order to investigate the impact of the independent variables on the one being studied, known as the dependent variable, multiple linear regression analysis was carried out. It enables us to make assertions concerning the manner in which one or more independent variables will predict the values of a dependent variable.

In the regression model, one independent variable, namely honesty, responsibility, respect for others, and fairness; one dependent variable, employee job performance; and measurement was done by inferring the value of R^2 to explain the magnitude of the effect of the independent variable on the dependent variable, whereas F and P values were used to measure the statistical significance of the relationship. The findings of the regression analysis are presented in the table below in the form shown:

4.5.2.1 Assumption of regression analysis

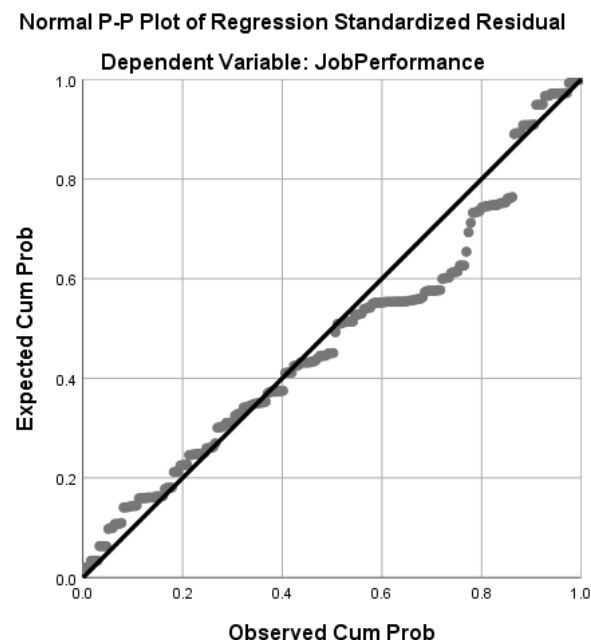
In order to apply regression analysis the following assumptions should be fulfilled. Otherwise the study finding will be invalid. Therefore the relationship between the

dependent and the independent variables are linear, the data are normally distributed population, Homes edacity and free from multicollinality.

4.5.2.1.1. Linearity

For a multiple regression analysis to be carried out, it is necessary for the relationship that exists between the variable that is being analyzed the dependent variable and the independent variable. In this investigation, one of the many ways of determining linearity was to use a scatter plot diagram followed by line of best fit to determine whether or not the relationship was linear. According to what was presented in Figure 4.1. The conclusion drawn from the results of the scatter plot diagram with line of fit is that the independent variable and the dependent variable are linked by a linear connection.

Figure 4.1. Normal P-P Plot of Regression Standard residual

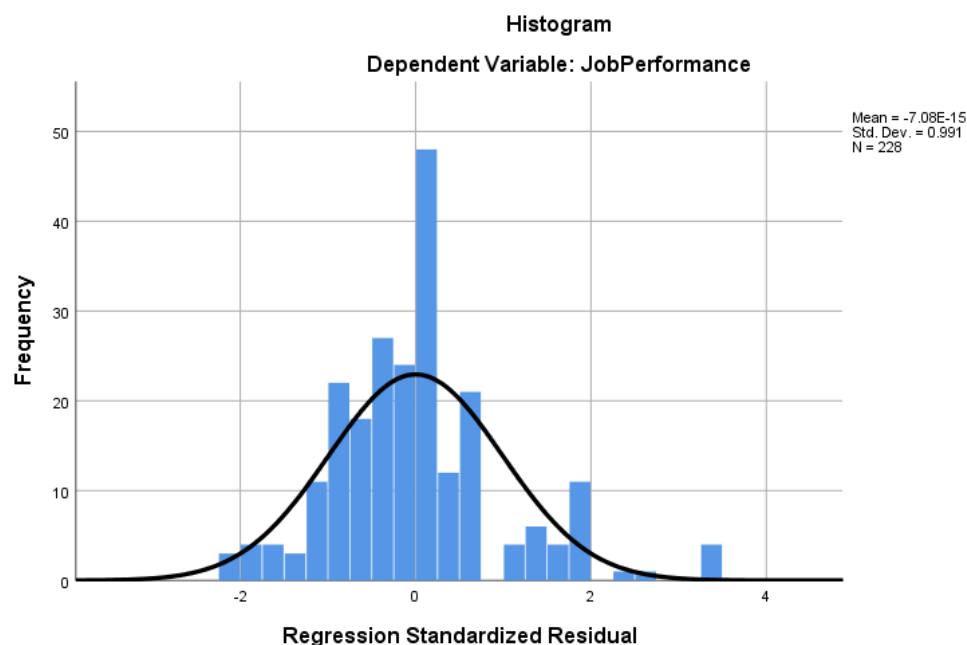


4.5.2.1.2 Normality

The expectation that the sampling distribution of the mean will be normal is one of the assumptions made by regression analysis. The normality test of the histogram is what's used to perform the analysis of the distribution of the values of the dependents variables in the model that are associated with the independent variables. The histogram, which depicts the shape of the distribution, will look like a symmetrical bell curve. The scores that were given out the most frequently will be clustered in the middle, and the remainder of the scores will be distributed toward the extremes. The further away from the center the scores are, the less frequently they were given out.

Figure 4.2 Normality Assumption Test

Histogram: Dependent Variable Performance



4.5.2.1.3 Multicollinality

The multicorrelation test determines whether or not the variables that are being used to predict are significantly correlated with one another. When the regression model has two or more variables that each give birth to the identical piece of information, an issue known as multicollinality can arise. In other words, multicollinality is the outcome of unnecessary including a number of variables that are connected to one another. The regression analysis was utilized to carry out a collineality diagnostic test. The variance inflation factor (VFI) is a statistic that is typically applied in situations when one wishes to identify multicollinality. In most cases, the presence of several logical errors is indicated when the VFI is larger than 10. As can be seen in Table 4.14, the value of the variance component index (VFI) for all of the independent variables is less than 5, which indicates that the predictor variables are not significantly correlated with one another.

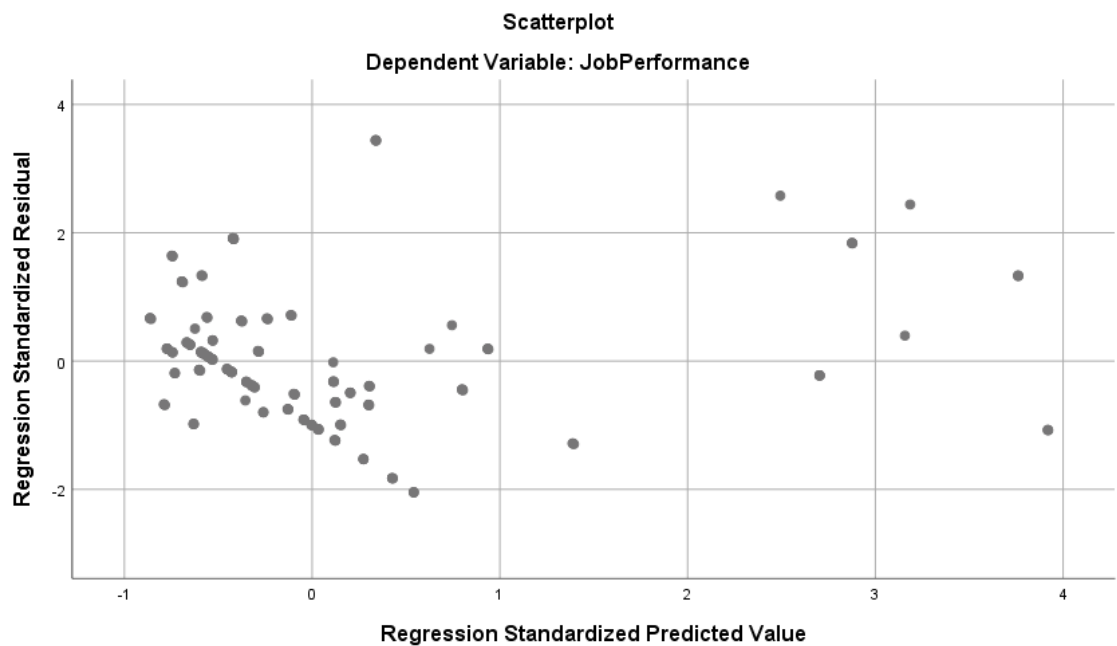
Table 4.14. Collinearity statistics

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	honesty	.506	1.978
	responsibility	.615	1.627
	fairness	.278	3.601
	Respect	.442	2.261

4.5.2.1.4. Homoscedasticity

The term "homoscedasticity" describes whether or not the residuals are distributed in an even manner, or whether or not they have a tendency to cluster together at some values and spread far apart at other values. This assumption tells us that every disturbance has the same variance, the amount of which is unknown. This means that the dispersion of the error term, also known as the disturbance, is the same regardless of the size of the disturbance. The scatterplot of residuals that was displayed in figure 4.3.demonstrated that the data does not have an obvious pattern and that the points are somewhat equally distributed above and below zero on the X-axis, as well as above and below zero on the Y-axis. Indicating that the data are acceptable according to this standard

Figure 4.3. Scatterplot of standard residual



4.5.2.1.5. Autocorrelation Assumptions test

The Durbin-Watson statistic is a popular choice for carrying out an autocorrelation analysis. It is something that statistical software could use to apply to a data set. The results of the Durbin-Watson test can range anywhere between 0 and 4.

A result that is relatively close to 2 indicates an extremely low level of autocorrelation. A result that is closer to 0 is indicative of a stronger positive autocorrelation, whereas a result that is closer to 4 is indicative of a stronger negative autocorrelation. Taking into account the results of the study, the computed Durbin Watson value is presented in the following.

Table:4.15. Dublin-Watson test result

Model	Dublin-Watson
1	1.694

Source: survey (2022) SPSS result

The result of applying the Durbin-Watson test with SPSS was calculated to be 1.694, as can be seen in the table that is located above. According to the analysis presented earlier, the outcome lies within the permissible range, which is relatively close to 2. As a consequence of this, one can reach the conclusion that the assumption is accurate and that the autocorrelation rule was not broken.

4.5.2.2. Regression Model

The relationship between a dependent variable and a group of independent variables can be modeled using regression, which is a statistical technique. Multiple regression analysis was carried out in order to determine the extent to which the working environment parameters explain the variance in the employee job performance, which served as the dependent variable in this study.

Table 4.16. Multiple Linear Regression Model Summary

Model	R.Square	Adjusted R.square	Std.Error of the estimate	Change statistics				
				R square change	F change	df 1	df2	Sig.F change
1	.792	.788	.277	.792	211.723	4	223	.000

a. Predictors: (constant), Respect, Fairness, Responsibility, Honesty

b. Dependent variable: Job Performance

According to the findings presented in the preceding table, the overall bundle of determinant aspects of the four independent variables, namely honesty, responsibility, fairness, and respect for others, explains 79.2% ($R^2 = 0.792$) of the dependent variable employee job performance. This leads one to believe that the independent variables are responsible for 79.2% of the job performance level in the Addis Ababa city administration, while the other 20.8% is decided by other factors that were not taken into account in this study.

Because the table displays the result $F=211.7$, which is greater than 1, and the value of P is less than 0.01, we are able to draw the conclusion that the combination of determinant factors has a

positive effect on employees' job performance, which is statistically significant and we are 99% confident in.

Multiple regression Analysis

Table 4.17. Multiple Regression Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.513	.072		7.080	.000		
	Honesty	.284	.039	.318	7.387	.000	.506	1.978
	Responsibility	.306	.032	.441	9.599	.000	.442	2.261
	Fairness	.002	.029	.003	.065	.948	.615	1.627
	Respect for others	.210	.045	.272	4.687	.000	.278	3.601
a. Dependent Variable: Job Performance								

4.6. Discussion

We can readily compare the relative contribution of each of the distinct factors by using the beta value that is located under the unstandardized coefficient, which can be found in the table that is located above table 4.17. In this regard, as shown in the table above among the explanatory variables included in the regression model, it was discovered that responsibility had a relatively higher positive significant effect on employee job performance in the case of the organization that was the subject of the study, with an elasticity coefficient of ($\beta=0.306$). This can be read to mean that assuming all other independent variables remain the same, an increase in responsibility by one unit will result in a 0.306 percentage point increase in employee job performance. This results is consistent with the findings of Bataineh (2020), who discovered that responsibility has a positive and substantial effect on the job performance of employees, as indicated by Beta values of ($\beta =0.769$) and a p value of $=0.01$.

Next to responsibility, honesty confirmed to has positive and statistically significant effect at one percent significant level on employee job performance with elasticity coefficient ($\beta=0.284$)and p-value $=0.00$,This is comparable to Bataineh (2020), which found a positive relationship between integrity and job job performance ($r=0.839,P<0.01$).

Next to honesty, Respect for others confirmed to has positive and statistically significant effect at one percent significant level on employee job performance with elasticity coefficient ($\beta=0.210$) and p-value $=0.00$, This is comparable to Bafao (2018), which found a positive relationship between respect and job satisfaction ($r=0.38,P<0.01$).

In the instance of the organization that was the subject of the study, fairness did not have a significant effect on the job performance of employees.

From the table presented above the unknown beta value were replaced by the values generated above. The unstandardized coefficient is used. The regression model was generated as follow

$$JP = 0.513 + 0.306RS + 0.284H + 0.210RO + \mu$$

Where , JP represent Job performance RS – represent Responsibility H – represent- Honesty, RO- represent Respect other and μ - represent error term.

4.7. Hypothesis Testing Result

Hypothesis 1: Honesty has a positive and statistically significant effect on employee job performance.

The study find from the correlation and regression analysis demonstrate that honesty has strong, positive and statistically significant relationship with job performance. This means and increase in honesty will bring and increment in job performance.

Hypothesis 2: Responsibility has a positive and statistically significant effect on employee job performance.

The study find from the correlation and regression analysis demonstrate that responsibility has strong, positive and statistically significant relationship with job performance.

Hypothesis 3: Fairness has a positive and statistically significant effect on employee job performance.

The study find from the correlation and regression analysis demonstrate that there is a positive relationship with job performance but it has not a significant effect.

Hypothesis 4: Respect others has a positive and statistically significant effect on employee job performance.

The study find from the correlation and regression analysis demonstrate that respect others has a positive and statistically significant relationship with job performance. This means an increase in respect others will bring an increment in employee job performance.

Table 4.18. Summary of hypothesis testing

No	Developed Hypothesis	Test Result
1	H1 - Honesty has a positive and statistically significant effect on employee job performance	Accepted
2	H1 - Responsibility has a positive and statistically significant effect on employee job performance	Accepted
3	H1 - Fairness has a positive and statistically significant effect on employee job performance	Rejected
4	H1 - Respect others has a positive and statistically significant effect on employee job performance	Accepted

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1. Introduction

The purpose of this study was to evaluate the influence that work ethics, such as honesty, accountability, fairness, and respect for others, have on the job performance of employees working in the Addis Ababa city government. The correlation and regression analysis were utilized in the study to determine how the independent variables are related to the dependent variables.

In this section, a review of the most important findings, the conclusions that were drawn from the data analysis in chapter four, and the recommendations that were proposed are illustrated in depth.

5.2. Summary of finding

The following is a summary of the most important conclusions from the descriptive statistics, correlation analysis, and regression analysis.

- Based on the aggregated mean value given by the SPSS, it can be deduced that honesty responsibility, fairness, and respect for others are all higher than the average cutoff threshold. Those employees are, to a certain extent, in accord on the application of work ethics is implied by this. However, there is still a need to strengthen the organization that is being studies' work ethics. It is especially important for the organization to adhere to fair procedures in all of their endeavors. The findings of the

study also showed that job performance at the Addis Ababa city administration is strong.

- The value that was generated in the Pearson correlation shows that respect for other, responsibility and honesty has a very strong positive and statistically significant relationship with employee job performance which is comparable to a study that showed the positive correlation between integrity and employee job performance as that was carried out by Baitaneh (2020) andBafao (2018). On other hand, the other independent variables, fairness were found to have a strong positive effect on the employee's job performance. This result was statistically significant.
- The results of a multivariate linear regression model showed that all of the independent variables, which include honesty, responsibility, fairness, and respect for others, explain 79.2% ($R^2 = 0.792$) of the dependent variable, which is employee job performance. This leads one to believe that the independent variables are responsible for 79.2% of the job performance level in the Addis Ababa city administration, while the other 20.8% is decided by other factors that were not taken into account in this study.
- With F result of 211.7, which is greater than 1, and a P value of less than 0.01, we can draw the conclusion that the combination of determinant factors has a positive effect on the employees' job performance. In addition, it was found that all independent variables bundled together have a significant and positive relationship with employee job performance.
- When it comes to the statistical significance of each variable honesty, responsibility and respect for others have a contribution that is statistically significant ($\text{sig}=.000$) for the

prediction of the variable that is being studied. Whereas fairness has a $\text{sig}=0.95$ had less of an effect on the dependent variable to make any significant predictions on it.

5.3. Conclusion

The purpose of this study was to investigate the relationship between employees' work ethics and the level of job performance they achieved in the Addis Ababa city administration. The last chapter did an in-depth analysis and discussion of the study's four particular goals, which may be found here. For the purpose of analyzing the data that was gathered, both descriptive and inferential statistics were utilized. This research comes to the conclusion, based on the findings that were presented, that honesty, responsibility and respect for others have a beneficial influence on employee job performance in the Addis Ababa city administration. On the other hand, fairness does not have a beneficial effect on the performance of employees in their jobs. According to the findings of this study, there is a guide to work ethics that encourages employees to engage in ethical behavior for the purpose of enhancing their performance. In addition, the findings of this study imply that employees should be given opportunities to engage in the solution of work-related problems and in the making of associated decisions. In addition, the city administration should treat all employees properly and should provide employees the authority to be responsible for their work.

5.5. Recommendation

In light of the findings of the research, the recommendations that are given below would be helpful to both the management and the employee of the city administration. According to the findings of the study, The vast majority of employees have a confused understanding of both work ethics and job performance. They are not behaving in a way that is consistent with the beliefs that they hold. According to the findings of the study, honesty is one of the most important qualities that workers should have in order to increase their performance. If honesty is not a part of the workforce, the entire organization will face severe internal problems such as corruption, which will eventually bring the organization to its knees. Honesty can lead to ethical thinking and better decision making, all of which can contribute to better job performance. If honesty is not a part of the workforce, then better job performance may not be possible. According to the findings, there is a significant amount of room for improvement in both the work ethics and performance of employees working for the Addis Ababa city administration. The work ethics of the organization can be improved by implementing the following points.

- Before anything else, the organization needs to formulate a robust ethical code of conduct and stick to it.
- Convey the importance of work ethics and construct an ethical culture within the organization. This culture should include components such as honesty, a sense of responsibility, fairness, and the creation of a respectful working environment.

- To create a fair working environment, all employees are treated with respect and dignity by the city administration, which encourages participation in meetings, discussions, and celebrations.
- Develop a system for fair compensation, promotion, and development.
- Improving dimensions of work ethic namely honesty, responsibility, respect for others and fairness through appropriate awareness creation efforts will enhance employees job performance thus improving the overall service delivery of the city administration
- Give awareness of work ethics.

5.5. Direction for further research

This research focused on finding out the effect of work ethics on employee job performance only on Addis Ababa city administration Arada and Bole sub-city. The findings are purely predicated on the response received from the worker in each of the sub-cities. Nevertheless, despite this, it can serve as a starting point for additional research on the same subject matter in other areas of the City administration's offices. Other researchers who are interested in the topic might think about investigating additional aspects of workplace ethics, and redoing the study in a new setting might yield results that are more precise and accurate.

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Appendix: Questionnaire

Dear Respondents: thank you in advance for devoting your precious time to answer my questions. The purpose of this questionnaire is to collect primary data for conducting a study on the topic; “The Effect of work ethics on employee job performance”: the case of Addis Ababa City Administration.” Secondly, it is a precondition for the partial fulfillment of master’s degree of Human Resource Management at Addis Ababa University College of Commerce. This study is purely for academic purpose only and in no ways that affects the respondent’s personality. I also like to assure that your response is confidential and never be passed to the third party. So that, you are genuinely requested to view, to provide frank opinion and timely responses are very valuable in determining the success of the study. Please you are kindly requested to take your time and carefully complete the questionnaire. Don’t write your name on any page of the questionnaire. Only use a “√” mark to indicate your response for items with alternative responses. If you have any question, please contact me on 0946708098.

Thank You for your kindly cooperation!

Best Regards,

Martha Debebe

Questionnaire

Part I. General background of Respondents (Demographic information)

1. Sex: Male ☐ Female ☐
2. Age: 18-30years ☐ 31-40years ☐ 41-50years ☐ Above 51 ☐ years
3. Educational level: Grade 10-12 completed ☐ Certificate ☐ Diploma ☐
BA/BSc ☐ MA/M.Sc. ☐ PhD/MD ☐
4. Your current position in the organization under study: Manager ☐ Directorate ☐
Coordinator ☐ Officer ☐ other supportive staff ☐
5. Your work experience at the study company ☐ Less than a year ☐ 1-3years ☐
4-6years ☐ 7-10years ☐ 11-15 years ☐ above 16 years ☐

Part II. Questions on the effects of work ethics on the employee job performance: Rate the degree of your agreement for the statements included in the table below. Use a “√” mark to indicate your answer. (Key to number: 5= strongly Agree, 4= Agree, 3= Undecided, 2=Disagree, 1= strongly disagree)

No		Response rate				
		1	2	3	4	5
No	Measuring honesty					
1	A person should always do the best job possible					
2	One should always do what is right and just					
3	Time should not be wasted, it should be used efficiently					
4	You should never tell lies about other people					
5	I would take items from work if I felt I was not getting paid enough					
6	It is never appropriate to take something that does not belong to you					

7	Stealing is all right as long as you don't get caught					
8	Encouraged to give honest feedback to the supervisor					
9	Accountable for your own action					
10	Always put best effort in your work					
11	I always try to keep my promise in the work place					
12	I tried to communicate with a positive attitude					
	Responsibility					
1	One should always take responsibility of ones action					
2	People would be better off if they depend on themselves					
3	Ability to work without close supervision					
4	Ownership and responsibility for own mistakes and errors					
5	One must avoid dependence on other person whenever possible					
	Fairness					
1	People should be fair in their dealing with others					
2	One should not pass judgment until one has heard all the facts					
3	Treat peoples equally regardless of demographic status or relationship with others					
4	Compensate fairly for your work					
5	Having transparent pay structure					
6	Having structured promotion path that everyone can look it					
	Respect for other					
1	Your organization fosters an environment where all employees are treated with dignity and respect					
2	It is important to treat others as you would like to be treated					
3	Recognize the strength and accomplishment of other					
4	I give value the time and workload of others					
5	Practice common courtesy and politeness					

6	Listen to what everyone has to say					
7	Every one has include in meeting, discussion and celebration					
8	Consider how others view you and your action					
9	Help your peer and anyone need help					
10	Respect for others and authority is something everyone need to learn					
	Job performance					
1	Adequately completes assigned duties					
2	Fulfills responsibility specified in the job description					
3	Perform task that are expected					
4	Meet formal performance requirement of the job					
5	Engage in activities that will directly affect performance evaluation					
6	Not neglect aspects of the job is obligated to perform					
7	Fail to perform essential duties					
8	I managed to plan my work to that I finished it on time					
9	I kept in mind the work result I needed to achieve					
10	I was able to set priorities					