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Faculty of Business & Economics
Master of Science in management

**THE EFFECT OF WORK ETHIC ON JOB PERFORMANCE IN ETHIOPIAN
PUBLIC INSTITUTIONS IN THE CASE OF THE ETHIOPIAN CENTRAL
STATISTIC OFFICE AND THE MINISTRY OF FINANCE**

By:

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February 2022

Addis Abba

Ethiopia

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Ethiopia

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Certification

The undersigned certifies that he read and here by recommend for acceptance by Addis Ababa university of this research titled; “The effect of work ethic on job performance in Ethiopian public institutions in the case of the Ethiopian central statistical office and the Ministry of Finance ” in partial fulfillment of the requirement for the degree of M.S.C. in management.

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Dr. Yohannesworkaferahu (Advisor)

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.....

Date

Declaration

I, EyerusalemBelete, declared to Addis Ababa University that this research report paper is my own original work and has never been submitted for a higher degree award in any other place.

.....

Signature

.....

Date

Abstract

The general purpose of this study was to of the study was the effect of work ethic on job performance in Ethiopian public institutions in the case of the Ethiopian central statistical office and the Ministry of Finance Survey is a descriptive and descriptive research approach used. The primary data from the survey will be used to carry out this survey. All 232 participants from the institution responded. The sampling method was stratified and was a simple random sampling method. Both primary and secondary materials were implemented. The descriptive statistics result shows that the practice of work ethics at the Ethiopian central statistical office and the Ministry of Finance is Accountability, honesty, Justice and respect and observing values. The result of the regression analysis indicated that effective of work ethics has a positive relationship with job performance that shows job is predicted and explained by the four types of work ethics. The study found that all four independent variables contributed a total of 62% to job performance. In other words, the effects of these four independent variables contributed to the dependent variable. Achievement was 62% and the remaining 38% were other variables not included in this study. The regression results show that accountability, integrity, fairness, respect, and adherence to values are positive and contribute significantly to the performance of the organization. Researchers say that the impact of work ethic has a significant impact on job performance.

key Words: *Accountability, honesty, Justice and respect and observing values.*

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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Work ethic is a value based on hard work and diligence. It is also a belief in the moral benefit of work and its ability to enhance character. Workers exhibiting a good work ethic in theory should be selected for better positions, more responsibility and ultimately promotion. Workers who fail to exhibit a good work ethic may be regarded as failing to provide fair value for the wage the employer is paying them and should not be promoted or placed in positions of greater responsibility. Work ethic is basically the belief that work is a good moral. It also refers to a set of values that are defined and characterized by diligence and hard work. Work ethic can as well be defined as the inherent ability of work to strengthen character (Manage, 500, 030).

Deep work is the ability to focus without distraction on a cognitively demanding task. It is a skill that allows quickly mastering complicated information and producing better results in less time. Behaving in an ethical manner is seen as part of the social responsibility of individuals in any organization so as to ensure its stability and survival, Adenubi (2000).

Geetu, 2003 reveals that organization cannot ignore ethics. Indeed for some ethics has been added to their corporate values. But help is needed by organization to integrate ethical practices and competencies, but initially this requires an increased and shared understanding of ethics in organizations. Many researchers suggest that organizational ethics is a major influence in ensuring the attainment of organization objectives.

The increased pressure from stakeholders such as consumers, investors and the community for organizations to behave ethically and in a socially responsible way can no longer be ignored. Today investors' concern on ethical conducts of those who run organizations has greatly increased. Regular disclosures that directors and executives behave unethical reflect badly on the corporate sector as a vehicle for investors' funds, Hian(2004).

A work ethic of any kind not only includes how you feel about your place of employment or position but also how you perform the duties of your job. Work ethic includes your attitude, communication

abilities, and behavior toward coworkers, honesty and accountability. What sets a positive work ethic apart from a negative work ethic is the focus on confidence and encouraging interactions with coworkers. Employee Attitude toward your job and position in a positive work ethic is just that positive. You arrive at work with a smile on your face, focused on the task at hand and committed to performing your duties to the best of your ability the major motivate to study this issue most of the employees are educated and this simple and most of life time is existedthere they all or most of them know the value of ethics and how this thing is happen also in the report recommendation says that the government should take a serious measure to solve the problem till to government intervention to displace the employees in relation to this there was not study on this case in the institution especially related with two different institution. (J. R. Turner and R.Muller, 2003and internal report of the MOFD and CSA,2021)

1.2. Background of the companies

1.2.1 Central statistics agency

The new central statistics agency was given to the office in 2007 when the counsel of ministries was established in proclamation 471/98. The central statistics agency was established in 1959 under the instruction of the minister of trade and industry with 14 professional staff members. Now the agency has 2439 full time professionals and 3000 temporary workers, who are involved in different activities due to the range of studies conducted. The agency has 25 branch offices across the nation in order to accomplish its duties and responsibilities.

The central statistical agency (CSA) ; is an agency of the government of Ethiopia designated to provide all surveys and censuses for that country used to monitor economic and social growth, as well as to act as an official training center in that field. It is part of the Ethiopian ministry of finance and economic development.

1.2.2 Ministry of finance and economic development

The ministry of finance and economic development is a ministry within the cabinet of the government of Ethiopia. It is responsible for general financial management and economic policy of Ethiopia, in addition to the allocation of economic assistance. It has its origins in the ministerial

system introduced by Emperor Menelik II. They have more than 200 employees in all of their branches throughout the country. Their adaptation of fund financed project targets increased capacity to manage current and future drought risks through improved adaptation planning and sustainable management of agro-ecological landscapes and Enhanced and secure access to potable water supply, and small-scale irrigation in drought-affected areas.

The majority of those who do the labor do so in order to avoid an obligation. They complete a task without showing any concern for the end outcome. The number of employees that work for a limited amount of time reflects this. When they were asked to explain the archive or the collection, they, some employees only leave for personal reasons in the morning after obtaining an exit permit till late afternoon. One reason of this state is the lack of a sense of responsibility among employees, which is linked to each employee's ethics. They complete a task without showing any concern for the end outcome. The number of employees that work for a limited amount of time reflects this. When asked to describe the archive or file in question, the employee is unable to do so. It revealed a lack of sense of responsibility for one's work, which is closely linked to the performance of each individual employee. Any employee who leaves a job for personal reasons during working hours has been discovered on multiple instances. The low intensity of services provided to those in need at government offices exemplifies this.

1.3 Statement of the problem

Work ethic is the belief that work is a good moral. It also refers to a set of values that are defined and characterized by diligence and hard work. Work ethic can as well be defined as the inherent ability of work to strengthen character. Work ethics have been the backbone of success for centuries. By taking the time to develop great work ethics whether one is in the classroom or the workplace, success will be there. Combining work ethics with professional skills invites success to a celebration, and that celebration is all about you. (Trevino ,2001).

Companies like to promote positive work ethics because it often results in happier and more productive employees. Just as it is important to understand a positive work ethic, however, it is equally important to recognize the signs of a negative work ethic. Negative work ethics may be the behavior of a single individual or something more systematic; regardless of the specifics, identifying

the signs is the first step toward correcting it. Unethical behavior causes massive costs to organization. Several studies have shown that organization with illegal records have not only been forced to pay for investigations and fines but have also suffered significant stock price decline and report, on average, lower profitability rates than their law abiding counterparts. In fact, many have experienced sharp sales drops, higher equity costs and severe damage to their reputation among customers and other stakeholders.(Dudley,2005)

Taking these governmental agencies (central statistics agency, and ministry of finance), unethical conducts and unstable performance in organizations are rapidly reported to increase.

1.4 Research questions

The research tries to answer the following questions

- How of accountability and honesty has effect on employee job performance?
- Justice and respect honesty have effect on employee job performance?
- Observing valueshave effect on employee job performance?
- How work ethic does affect employee performance?

1.5 Objective of the study

1.5.1 General objective of the study

The general objective of the study is the effect of work ethic on job performance in Ethiopian public institutions in the case of the Ethiopian central statistical office and the Ministry of Finance

1.5.2 Specific objective of the study

1. To assess the effect of accountability and honesty has effect on employee job performance.
2. To identify Justice and respect honesty has effect on employee job performance.
3. To explain observing valueshave effect on employee job performance.
4. To assess work ethic does affect employee performance

1.6. Research hypothesis

Research hypothesis keeping in view the nature and objectives of the study the following Hypothesis have been formulated and tested

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

Ha2 Accountability and honesty has positive and significant effect on employee job performance.

Ha3 Justice and respect honesty positive and significant effect on employee job performance.

Ha4 Observing values positive and significant effect on employee job performance.

Ha5 Work ethic does positive and significant effect employee performance

1.7 Significance of the study

This research paper is significance on giving insight about how to enhance the better job performance by suggesting effective kinds of work ethics. The paper is also an importance by filling the gap by testing empirical results, which is done in the same organizational context. To this end, the paper identified the nature and extent of work ethics effects on job performance and in Ethiopia company case thereby giving insight. To identify the real case of an ethical problem and its effect on job performance

1.8 Scope of the Study

This paper was focused Impact assessment of work Ethic on job performance in Ethiopian government institutions in the case of Ethiopian central statics agency and Ministry of finance: the variable scope is Accountability, Honesty, Respect, Justice and respect and Observing values have significant effect on organizational performance of Ethiopian companies which focused on the head office level in Addis Ababa, the time of study was done in 2021/22 year of study.

1.9 Limitation of the study

Since the research uses Likert scale questioner, it has its own limitation. This is because of likert scale measures perception and this perception might lead wrong conclusion. As such, individuals' perceptions are not claimed to accurately measure the underlying reality that they are supposed to represent. Future researchers might conduct another study in this subject matter by using other variables that are not covered in this research, but tested by earlier researchers in different case study areas.

1.10 Organization of the Study

The research has five chapters, Introduction, statement of the problem, objectives of the study, research hypothesis, significant of the study and scope of the study are sequentially presented in chapter one. Chapter two basically comprises theoretical and empirical literatures, which are related to corporation performance and its determinants, ends by putting summary and gaps in existing body of knowledge. Chapter three described about research methodology and research design. The fourth chapter presents discussion of case study evidence and its results, and the last chapter; chapter five presents the summary and conclusions, and recommendations given and remarked based on the case study results; followed by the list of references used and appropriate appendixes.

1.11 Operational Definition of Terms

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

Exempt employee: An employee who is on salary and usually holds a professional position within an organization. He or she does not receive additional pay for overtime work

Job satisfaction: The feeling and/or affective response someone experiences in a job role.

CHAPTER TWO

Literature review

2.1. Introduction

This chapter contains the theoretical aspect of research topics or clear and easy understanding. It attempts to bring out other researches directly or generally related to the topic. It also states conceptual framework, theoretical literature, empirical review and other related ideas.

2.2. Definition of key concepts

2.2.1. Ethics

Ethics are moral principles that explain what is right or wrong, good or bad and what is appropriate or inappropriate in various settings, Trevino(2001). Candy (2005) defines ethics as the system of rules that govern the ordering of values. Miner (1998) also defines ethics as a philosophy of human conduct; reflecting prevailing values especially those of moral nature. Ethics involves some hard features, like duties and rights (most of them legal), that are mandatory for all and soft components, like values, aspirations or best practices that are desirable but not compulsory and can vary from one organization to another.

2.2.2. Work ethics

According to article by National Institute of Agricultural Extension Management (MANAGE) Rajendranagar, Work ethic is a value based on hard work and diligence. It is also a belief in the moral benefit of work and its ability to enhance character. A work ethic may include being reliable, having initiative, or pursuing new skills. Workers exhibiting a good work ethic in theory should be selected for better positions, more responsibility and ultimately promotion. Workers who fail to exhibit a good work ethic may be regarded as failing to provide fair value for the wage the employer is paying them and should not be promoted or placed in positions of greater responsibility. Work ethic is basically the belief that work is a good moral. It also refers to a set of values that are defined and characterized by diligence and hard work. Work ethic can as well be defined as the inherent ability of work to strengthen character.

2.2.3. Organizational performance

Organizational performance is the actual output or results of an organization as measured against its intended outputs (or goals and objectives). According to Richard (2009) organizational performance encompasses three specific areas of firm outcomes. These include financial performance (profits, return on assets, and return on investment), Product market performance (sales, market share) and Shareholder return (total shareholder return, economic value added). Generally, organization performance involves identifying outcomes that it wants to achieve, creating plans to achieve those outcomes, carrying out those plans, and determining whether the outcomes were achieved.

2.3. Critical theoretical literature review

Three psychosocial theories of human behavior support the notion that external and internal forces in many organizations greatly influence employees to engage themselves in unethical conducts, Baehr et al. (1993). The theories reviewed are: (a) the Employee Risk Triangle Theory (This model identifies three forces which act on an employee's propensity to engage in unethical conducts: Need, Opportunity, and Attitude) (b) the Stress Facilitation Theory (more dishonest employees experience heightened job stress, their feelings of distress facilitate a multiplicative theft response) and (c) the Social Disorder Theory.

It is imperatively a subjective practice, in determining precisely a good work ethics. However, employers determine what attributes of good work ethics needed from their employees. Every organization, irrespective of the nature, has certain principles which must be adhered to by its employees (Lord P.B. 2014). Some common workplace ethics include optimistic attitude towards work, Teamwork, Neatly dressed professionally, integrity, honesty, objective, accountability, and teamwork) advocated by (Lord Paul B. 2014; Maya Angelou, 2014; Amico S. 2016). The researchers are of the opinion that the principles be used in all institutions because they argued that the principles occasion results that are higher in contrast to other means of results achieved. This has been widely accepted and become a yardstick of doing things (Amico S. 2016; Maya A. 2014).

A growing interest in codes of ethics in institutions is evident over the past decades. Ethics encompasses a set of moral principles and rules of conduct that provide guidance for our behavior (Bernard et al, 2015; GLS, 2015; Ezigbo, 2012).

Moral principles or ethical principle relates to human conduct as regards the rightness or wrongness of a specific action and ends thereof, or beliefs regarding what is good or bad (Bartels, et al. 2015;

Bernard et al, 2015; Ezigbo, 2012). This means that ethics is a moral principle that governs a person's behaviour in attaining a common goal in the provision of safety to members of the community (OyendeAdeleke, 2015; Soleymani N, et al. 2012), as well as shared beliefs regarding standards of behavior expected or required by a community or societal group. However, ethics is not only about distinguishing right from wrong but also with the commitment to do what is suitable (Getachew and Mohan, 2016). This means that to be ethical is not a matter of following one's interests or feelings, that is, police officers who follow their feelings may recoil from doing what is right; in fact, one's interests might deviate from what is considered ethical by members of the public. Therefore, work ethics are set of rules outlining the social norms and rules and responsibilities of, or proper practices for, an individual, organisation, group or the society, and are morally accepted by the majority of the people of an organization, or community (AsmaZaineb, 2016; Getachew and Mohan, 2016; OyendeAdeleke, 2015; Müller, et al. 2014). By being moral, employees harness their potentials and efficient service delivery.

However, law enforcement careers come with a number of duties and responsibilities for which moral behaviour is mandatory. It is the moral principles and or ethical stance that shape the police officers' decision making and the exercise of discretion.

Widely acknowledged ethical principles include honesty, integrity, openness, fairness, diligence, and respect for the rights of others, (Seid and Mohan, 2016; McCartney, S., & Parent, R. 2015).

In his research paper; Assessing Enforcement of Ethical Principles in the Work Place; (Ezigbo, 2012) revealed that, by developing ethics code, companies can influence their workers and managements to use set of ethical standards in making important decisions. Thus, a company's ethical code is a formal statement of its ethics and values designed to govern employee's behaviour in discharging activities, and to examine the impact of rules and regulations which include how well behaviors are affected, Stuart C.G. (2005).

Irwin, (2009) posits that the principles or rules may take different forms depending on the organization. For instance, rules of conduct specified by an institution, such as the police, identify how police personnel should behave in certain situations. The Police institutions have rules and regulations governing the service and conduct of its employees. Differences in rules/regulations may reflect differences in beliefs and values, (Irwin, 2009). It is assumed that good work ethics show a vision or standard of excellence of what the police personnel and societies aspire to be and their

achievements, and the failure to good security ethics practices can result in a failure to reduce crime, (Seid and Mohan, 2016; Ferrell et al. 2012; Francis and Mishra, 2009).

According to Johnson and Cox (2004) “The organizational culture of Police service is the biggest obstacle to change. It acts as a protective web around departments to discourage deviation from the standard mode of operation; this makes any proposal for change difficult to implement”. Thus control through the classic bureaucratic mechanisms of reporting and documentation provides avenues for corrupt officers to cheat the system. Johnson and Cox (2004) argument is in variance with Harrison (1999) who posits that, officers do not necessarily intend to act outside the law rather they fail to recognize the profound boundaries between right and wrong in the discharge of their duties and enforcement of Law.

This reasoning supports the recommendations which opined that for ethical standards to be practical an individual must be ethically sound from the beginning, and lack of ethical behaviour on the part of managers loses respect of employees and absence of ethical practices at the workplace loses organization’s credibility, IGE, (2015), which is unvarying with Jack Welch, (2009) assertion that in obtaining an excellent performance for an assigned duties one must be ethically sound with a good reward system; Hence “An organization formed without ethics is like a cabin built without nails: no matter how solid it may appear, it will slowly crumble” Institute for Global Ethics, (2015).

The concept of ‘work’ is central to this review. It is a universal phenomenon which varies in usage from formal activities to informal activities whether in the primitive to the contemporary sense. Such definitions have distinct work from other activities as play, recreation, or art (Ogunbameru, 2000). In this context, work is viewed as “a human activity directed to an object, such lecturing, producing soap,” Thus, work involves transitive activity existing for the sake of its object which intend to meet needs of people. As Kuper&Kuper (1996) put it, ‘any physical and or/mental activities which transform natural materials into a more useful form, improve human knowledge and understanding of the world, and /or provide or distribute goods to others’. Work from these views intends to serve a number of functions and these functions are for some purposes. The most obvious is the economic function of producing goods and services and in return for this exercise the employee is paid wages for doing the job right. Dessler (1983) suggests that work performance is a measure of how well an employee meets the standards that are required on a specific job. Work performance is the quality and quantity of human output necessary to meet work goals agreed upon between employees and their managers Ivancevich and Matteson, 1996). To achieve the job allocated to a worker, it must

have been evaluated as either good or bad if a standard of performance has been agreed upon between employees and their managers.

Ethics is derived from the Greek word "ethos" which means character or custom. According to Hubert et al. (2007), Ethics is the collection of values and norms, functioning as standards or yardstick for assessing the integrity of individual conduct. It defines what make behaviour to be right or wrong (Fajana, 2006). Ethical behaviour defines within a context or setting what is acceptable or not. In his earlier writings, Pojman (1990) offers four areas which ethic is usually conceptualized: Actions, the act (right, wrong, permissive), Consequences (good, bad, indifferent), Character (virtuous, vicious) and Motive (goodwill, evil will). Thus, ethics is a field that involves the studies of human behaviour, in relations to what is expected of him/her by others (Malloy, 2003) and because we are interested in his/her work, it involves what is expected of him/her when performing his/her duties at work. Work ethics are the standards of behaviour that guide individual workers in their work and in relationship with fellow workers, customers and other economic agents (competitors, shareholders, suppliers, dealers, etc.). These ethics guide the thinking and decision making with respect to what is good and what is bad (Grace & Cohen 2005). The traditional work ethic stresses that, work is inherently good and by working hard one can overcome obstacles and succeed in life (Yoder &Staudohar, 1982). It is conceived as people's orientation to and expectation from work as informed by their convictions (Pojman, 1990; Norman, 1992). Fajana (2006) opine that, it consists of those principles and practices that are concerned with morals and good conducts in industrial life. Thus, work ethics represent what should or should not be done at work. Historically, Ethic has a protestant origin but the historical roots of work ethics programs were originally implemented in the defense industry to help organizations comply with the increased regulation following a series of scandals. The whole idea present work as a religious and moral obligation, and is now widely used as a simplified popular version of the concept, especially in the context of explanations for employees' performance, organizational performance and productivity. In the United States, ethic was introduced and diffused by religious groups in the 1930s. The development of work ethic was aided by the country's vast natural resources and the belief in America as the land of opportunity, as well as wartime patriotism (Fajana, 2006). In Western Germany after the end of second world war, the need to survive the effect of war led to gospel of work ethics while in this part of the world, the situation is different, the quest to find the appropriate philosophical and development paths within a minute resulted into less ethical practices and high rate of fraudulent practices (Aina, 2000). A number of divergent views have been put forward on what constitute ethical behaviours.

Anstett&Guest (2007) presented four perspectives of ethical behaviour which are related to this discourse. This is represented figure 1 below:

Ethics are one of the most critical issues in business and specifically in human resource management. The good ethical culture in an organization will provide direction and guidance in various areas in order to build united, harmonious and ethical employees. However, there is no ethics guidance or standard that is absolute, appropriate and applicable to every company. The code of ethics is a good.

Indicator of organization commitment in accepting the need for ethical behaviors and implementing it (Wood, 2000). Work ethics can be referred to as a cultural norm that advocates people to hold accountable and responsible for the work they done based on the belief that work has intrinsic value to the individual (Cherington, 1980; Yankelovich&Immerwahr, 1984). A corporate code of ethics is a statement of corporate principles, ethics, rules of conduct, code of practice or company philosophy regarding responsibility to employees, shareholders, consumers, the environment or any other aspects of society external to the company (Langlois&Schlegelmilch, 1990). Employees' perception of their organization's ethical climate is found to be related to job satisfaction, organizational commitment, and organizational performance (Kim & Miller, 2008; Pettijohn, Pettijohn& Taylor, 2008). Performance ratings by supervisor and peer is one of the method in measuring job performance in which performance is mostly viewed from human behavior with evaluative aspects (Newman, Kinney & Farr, 2004). Employee's behavior displayed at work is not necessarily related to job specific aspects but mostly on how well someone performs at their work (Jex, 2002). This is consistent with the definition of work ethics where individual are accountable to the work they done according to the acceptable ethical behavior. In order to study work ethic within the context of Max Weber's original ideas, it must be disentangled from other work-related concepts. The measure, Multidimensional Work Ethic Profile (MWEP), has seven Weber-associated dimensions: Self-Reliance, Morality/Ethics, Leisure, Hard Work, Work Centrality, Wasted Time, and Delay of Gratification (Miller et. al., 2001).

The Self Reliance dimension consists of striving for independence in one's daily work. Second is Morality/Ethics dimension consists of believing in a just and moral existence. Third, Leisure dimension consists of premeasure attitudes and beliefs in the importance of no work activities. Fourth, Hard Work dimension consists of belief in the virtues of hard work. Fifth, Work Centrality dimension consists of belief in work for work's sake and the importance of work. Sixth, Wasted

Time dimension consists of attitudes and beliefs reflecting active and productive use of time. And lastly, Delay of Gratification dimension consists of orientation toward the future; the postponement of rewards.

Job satisfaction is important because of its positive links with organizational commitment and performance (Kirkman & Shapiro, 1997). These attitudes, perceptions, or traits seem to impact the employee retention (Fang & Baba, 1993). Kirkman and Shapiro (1997) referred to other studies finding employees who are more satisfied with their jobs are less absent (Hackett & Guion, 1985) and have higher retention rates (Carsten & Spector, 1987). Employees with high levels of job satisfaction are also more likely to display organizational citizenship behavior (Organ & Konovsky, 1989) and to perform better (Mathieu & Zajac, 1990).

Kirkman and Shapiro (1997) maintained that the above findings have been confirmed in other cultures as well (Agarwal, 1993; Inkson, 1977; Koslowsky, Caspy, & Lazar, 1988, Marsh & Mannari, 1977). Bryson, Cappellari, and Lucifora (2005) reported that trade union membership was associated with lower levels of job satisfaction. Their study indicated that changes in the lack of diversity in union membership might significantly reduce the dissatisfaction of union workers. This lack of diversity was noted as an additional mitigator in explaining why employees quit. The unionization process also appears to mitigate satisfaction.

Ezell (2003) cited Steers' (1988) research, which found five external factors that impact job satisfaction: (a) pay, (b) co-workers, (c) promotional opportunity, (d) supervision, and (e) the work itself. These factors also seem to impact turnover rates. The findings in her study (Ezell, 2003) demonstrated that lack of organizational support, organizational commitment, gender, and job satisfaction on the job "accounted for 39.5% of the variance in turnover intentions" among state government employees (p. 233). Attitudes, Perceptions, and Traits Linked to Job-Satisfaction Interest in the effects of personality on job satisfaction began growing in the mid 1980s. Empirical research provided ample evidence that personality was a contributor to job satisfaction (Spector, 1997).

These studies have uncovered several intrinsic and extrinsic variables that have been the focus of research regarding this phenomenon. Spector (1997) cited a 50-year lifetime longitudinal study (Staw, Bell, & Clausen, 1986) that examined various personality traits. The results indicated

significant correlations between several personality traits and job satisfaction. The results provided strong evidence that factors within an individual contribute to job-satisfaction.

Eisenberger, Jones, Stinglehamber, Shanock, and Randall (2004) found individual differences among employees' job satisfaction and their need for achievement and to experience work challenges. The study sample included 392 employees working at eight separate locations and concluded that "the need for achievement moderated the relationship between the experience of skill and challenge at work and employees' mood" (p. 766). These findings supported a study by Edwards (1991) as cited in Spector (1997) that suggested that matching individual personality characteristics with the characteristics

of a job impacts job satisfaction. This theory confirmed the work of Hackman and Oldham (1975), which suggested that the Growth Need Strength (GNS) trait was a moderator of how job characteristics impact the level of job satisfaction. Those with high levels of (GNS) were more likely to be impacted by manipulation of job characteristics. Spector (1997) cited two other studies that also support the links between personality and job satisfaction. First, a longitudinal study (Spector & O'Connell, 1994) examined locus of control, which is defined as the belief an individual has about his or her ability to control positive or negative reinforcements in life. This study concluded that those with higher levels of locus of control also had higher levels of job satisfaction.

The second, by Schauboeck, Ganster, and Kemmerer (1994), studied a personality trait termed negative affectivity (NA), which is the tendency to experience negative emotions such as anxiety and depression. Their findings confirmed previous studies suggesting that NA correlates negatively with job satisfaction. However, a follow-up study proposed that the choices made by those with higher levels of NA may contribute more to job satisfaction than the trait alone (Williams, Gavin, & Williams, 1996). Coping skills are explained as traits that allow individuals to better adapt to the environmental demands encountered in their lives (Lazarus & Folkman, 1984). Coping skills have been linked with mediating stress and burnout (Chan, 1998). Therefore, a logical assumption is that reduction of stress tends to impact the levels of satisfaction. Research to identify traits that lead to better coping skill may prove valuable.

Measuring Job Satisfaction 22 Spector (1997) pointed out that job satisfaction can be viewed "as a global feeling about the job or as related constellations of attitudes about various aspects or facets of the job" (p. 2). He proposed that organizations should focus on the latter method of "facets"

in order to find interventions that might improve job satisfaction. Table 2 lists the most frequently assessed facets of job satisfaction according to Spector (1997, p. 3). The study reviewed five valid and reliable instruments often used by researchers to measure job satisfaction (Spector, 1997). Table 3 provides a summary table of instruments that will be reviewed for this study. A review of the instruments follows this summary table. The Job Satisfaction Survey will be covered in more detail than the other instruments in that this instrument will be used for this particular study. The primary reason for the choice of the instruments used in this study is that the subscales in the instruments, such as Nature of Work in the JSS and Initiative in the OWEI, are congruent with the personality and job-tasking variables that are the focus of the study. In addition, both are free of charge and consistent with the research of the dissertation committee, which allowed the researcher to remain within the budget.

Job Satisfaction Survey (JSS) Spector (1985) developed the JSS to measure employee job performance in human service, public, and non-profit organizations. The instrument's 36 items are distributed over nine facets, or sub-scales. These facets are consistent with the first nine facets in Table 2. Spector (1997) cited several studies that he originally used to create the facets, which included studies from 19 separate samples with 3,148 respondents (Weinberg & Marlowe, 1983; Michaels, 1983; Michaels & Spector, 1982; Nelson, Mullins, Weiner & Busciglio, 1983; Spector & Michaels, 1983; Weinberg & Marlowe, 1983).

The facets in the previous studies were obtained using several instruments, including the Organizational Commitment Questionnaire (Mowday, Steers, & Porter, 1979), Job Diagnostic Survey (Hackman & Oldham, 1975), and Leader Behavior Description Questionnaire (Stogdill, 1963). A review of absenteeism and self-reports on intention of quitting, age, salary, and position was used to determine other facets. Care was taken to ensure congruency between the items and the intent of these facets. A total of 74 items were written for the original versions of the instrument, later reduced to 36 and measured using six scale-response choices: disagree very much, disagree moderately, disagree slightly, agree slightly, agree moderately, and agree very much (Spector, 1985)

Work Ethic in the Workplace Several studies regarding the work ethic of workers have been carried out. For example, Hill and Petty (1995), citing Hatcher (1994), found significant differences in the work ethic of apprentices and instructors in a national apprenticeship-training program. These differences were impacted by occupation and work experiences. Hollingsworth (1995) conducted research (cited in Petty and Hill, 2005) to determine if a correlation is present between leadership

effectiveness as measured by the Leadership Orientation Survey (LOS) and work ethic as measured by the revised version of the OWEI (Petty, 1995b). One of the conclusions from this study was that a positive work ethic is a good predictor of leadership effectiveness. DeLeon and Borchers (1998) conducted a study to determine key skills among manufacturers in Texas. Their findings argued that interpersonal or soft skills such as group interaction, employability and personal development were valued more than communication and computational skills. Additional evidence was provided in a Delphi study in Tennessee, which suggested that employers valued those potential employees with key interpersonal skills that allowed them to operate effectively in work teams (Dean & West, 1999). A related study by McDonald and Hite (1999) found differences between women who were successful in gaining opportunities for development in their careers and those who did not. The key differences were found in personality traits among those women willing to participate in leadership development and their initiative in volunteering for assignments.

Demographics and Work Ethic Several demographic studies have resulted in interesting findings regarding work ethic. For example, in a study of gender differences, Petty and Hill (1995) cited earlier research (Petty & Hill, 1994) that found that women scored higher than men in the following personality traits: (a) dependability, (b) ambition, (c) consideration, and (d) cooperation. The research also noted further congruence with previous research regarding ethic and gender (Hill, 1993). Petty (1995) analyzed how age might impact work ethic as measured by the OWEI. A group of workers from various occupations were categorized into five age groups. The study found that those in the 36-55 age group scored higher than any of the age groupings on the subscale of ambition.

2.4. General discussion

In Ethiopia many organizations operate under ethical behavior whether formally or informally, many of these aspire to comply with externally enforced ethics. More often than not the aim of ethical behavior is to integrate ethics in all aspects of organizational life and decisions by institutionalize ethics. Reputation is lost in seconds, while great efforts, consistency and time are required to build it up again. The message comes across quite clearly, ethical values play significance role for organization. They can account for true competitive advantages, and their absence can threaten organizational growth and impair its survival whether an organization is facing criminal charges or it is just its customers or employees that question its behavior conducts. According to All about Philosophy's website, a work ethic includes your attitude, communication abilities, behavior toward

coworkers, honesty and accountability. What sets a positive work ethic apart from a negative work ethic is the focus on confidence and encouraging interactions with coworkers. The attitude towards job and position in a positive work ethic is just that positive.

A reward and punishment system is a key factor in promoting ethical behavior Baucus and Beck – Dudley(2005), and many organizations include ethics in their performance appraisals Petry and Tietz, (1992). One way of improving employee compliance with ethical standards is by generating sense of threat, while evaluation of ethical behavior is used as a tool to incentivize employees to behave ethically. Every organization has strategic objectives with a business plan to meet them. Targets and deadlines are a normal part of performance setting for managers at all levels. But when reward systems are disproportionately dependent on the achievement of goals set, the temptation to ‘cut corners’ can be difficult to resist. Problems arise when management sets targets for cost cutting, output expansion and sales that are not discussed with those responsible for achieving them. This focus on the short term can severely undermine ethical behavior. The pressure on listed companies to report results on a quarterly basis tends to irritate the problem.

The Employee Risk Triangle Theory

This model identifies three forces which act on an employee’s propensity to engage in unethical conducts. The three forces are Need, Opportunity, and Attitude. According to Researchers at De Paul University in Chicago, “Employee Risk Triangle Theory has a great contribution in providing a common-sense theory of employee crime and deviance, Terris (1985). However, this theory has focused heavily on the attitudinal components and does not provide as to whether there are other forces apart from these attitudinal forces that may affects employee’s ethical conducts in the organization.

The Stress Facilitation Theory

This theory traces on the influence of social stress as a catalyst for employees to engage in unethical conducts in organizations according to Jones (1982). The Stress Facilitation Theory posits that when more dishonest employees experience heightened job stress, their feelings of distress facilitate a multiplicative theft response. Employees who endorse dishonest attitudes toward theft are reliably more likely to steal at work than job candidates and employees who endorse intolerant and punitive

attitudes toward theft TraversandCooper(1996). Moreover, distressed workers are more likely to engage in on-the-job counter-productivity than less stressed employees. Therefore, organizations that screened their workforces with pre-employment ethics and integrity tests should be more immune from the impact of the stress caused by a tough economy compared to organizations that did not screen their employees for integrity and ethics attitudes.

The Social Disorder

Theory Recent experimental research conducted by researchers from the University of Groningen in the Netherlands supported the concept that “signs of disorder” in a neighborhood can, in a causal fashion, lead to other broken social norms and resultant delinquent behaviors Keizer, and Lindenberg (2008). This theory relate to this study on the facts that it assess the social forces that may affects the ethical conducts of employees as they interact with one another in the course of providing their services. However, the theory does not provide the resultant of the affected ethical conducts and how they relate to the performance of an organization.

Ethics are one of the most critical issues in business and specifically in human resource management. The good ethical culture in an organization will provide direction and guidance in various areas in order to build united, harmonious and ethical employees. However, there is no ethics guidance or standard that is absolute, appropriate and applicable to every company. The code of ethics is a good.

Indicator of organization commitment in accepting the need for ethical behaviors and implementing it (Wood, 2000). Work ethics can be referred to as a cultural norm that advocates people to hold accountable and responsible for the work they done based on the belief that work has intrinsic value to the individual (Cherington, 1980; Yankelovich&Immerwahr, 1984). A corporate code of ethics is a statement of corporate principles, ethics, rules of conduct, code of practice or company philosophy regarding responsibility to employees, shareholders, consumers, the environment or any other aspects of society external to the company (Langlois&Schlegelmilch, 1990). Employees’ perception of their organization’s ethical climate is found to be related to job satisfaction, organizational commitment, and organizational performance (Kim & Miller, 2008; Pettijohn, Pettijohn& Taylor, 2008). Performance ratings by supervisor and peer is one of the method in measuring job performance in which performance is mostly viewed from human behavior with evaluative aspects

(Newman, Kinney & Farr, 2004). Employee's behavior displayed at work is not necessarily related to job specific aspects but mostly on how well someone performs at their work (Jex, 2002). This is consistent with the definition of work ethics where individual are accountable to the work they done according to the acceptable ethical behavior. In order to study work ethic within the context of Max Weber's original ideas, it must be disentangled from other work-related concepts. The measure, Multidimensional Work Ethic Profile (MWEP), has seven Weber-associated dimensions: Self-Reliance, Morality/Ethics, Leisure, Hard Work, Work Centrality, Wasted Time, and Delay of Gratification (Miller et. al., 2001).

The Self Reliance dimension consists of striving for independence in one's daily work. Second is Morality/Ethics dimension consists of believing in a just and moral existence. Third, Leisure dimension consists of premeasure attitudes and beliefs in the importance of no work activities. Fourth, Hard Work dimension consists of belief in the virtues of hard work. Fifth, Work Centrality dimension consists of belief in work for work's sake and the importance of work. Sixth, Wasted Time dimension consists of attitudes and beliefs reflecting active and productive use of time. And lastly, Delay of Gratification dimension consists of orientation toward the future; the postponement of rewards

2.4.1. The company's performance

Organizational performance involves identifying outcomes that it wants to achieve, creating plans to achieve those outcomes, carrying out those plans and determining whether the outcomes were achieved. Organizational performance encompasses three specific areas of firm outcomes. These include product market performance (sales, market share), financial performance (profits, ROA, and ROI) and shareholder return (total shareholder return, economic value added). These governmental organizations play a significant role in the country by determining and assessing the overall economic and ethical practices.

2.5. Empirical literature review

McManus and White (2011) in his research states that the challenges faced by corporations in incorporating ethics into their strategic management processes, the research was based on a survey of issues and the literature published in Europe, North America and Asia the finding indicated a definite gap between the implementation of strategy and the moral and ethical obligations of corporations. Given the decline in business ethics and recent corporate scandals it is proposed that

ethics be brought back to the forefront of strategic management and integrated into the strategic management process. It is the responsibility of senior managers to distribute benefits and allocate those harms among stakeholders of their company. Some firms do this arbitrary when or if done in a more thoughtful manner the ethical principle offer the only form of analysis that is capable. From academic perspective evidence that suggest commitment to the future of a firm will ensure efforts that are both cooperative and innovative.

To Examine the Awareness of Employees Ethical Conducts

According to Cooper (1996) many organizations in Kenya operate under ethical behavior whether formally or informally, many of these aspire to comply with externally enforced for ethics but actually endeavor to make ethics as a part of business as usual. More often than not the aim of ethical behavior is to integrate ethics in all aspects of organizational life and decisions by institutionalize ethics. Reputation is lost in seconds, while great efforts, consistency and time are required to build it up again. The message comes across quite clearly, ethical values play significance role for organization. They can account for true competitive advantages, and their absence can threaten organizational growth and impair its survival whether an organization is facing criminal charges or it is just its customers or employees that question its behavior conducts. Organizations should set ethics programs which are set of activities, policies and procedures intended to support employees to understand and comply with the ethical standards and policies set by the organization. Programs comprise various elements designed to prevent misconduct, defined as “behavior that violates the law organizational ethics standards” Ethics Resource.

In the study done in Korea by Yang and Grunig (2005) which titled “Decomposing organizational reputation: The effects of organization–public relationship outcomes on cognitive representations of organizations and evaluations of organizational performance”. The purpose of this study was to decompose common reputation measurement systems into behavioral organization–public relationship outcomes, cognitive representations of an organization in the minds of publics and evaluations

of organizational performance. In the proposed model, tendency for active communication behavior and familiarity are suggested as correlated precursors of organization–public relationship outcomes (e.g. trust, satisfaction, commitment and control mutuality) and organization–public relationship outcomes are hypothesized to have a direct effect on evaluations of organizational performance as well as an indirect effect via the mediation of cognitive representations of the organization. The

authors investigated different types of five Korean-based organizations (two domestic corporations in different industries, a multinational corporation, a sports association and a non-profit organization), their commendations were analyzed, seen validate the model across different types of organizations. The findings of this study

Suggest that relationship outcomes lead to favorable representations of an organization and positive evaluations of performance of the organization.

It was a study by Schwartz (2007), argued that individuals in an organization they have their own motives which can be changed through the executive function to match the goals of the organization. If the individual and organization goals match and corporation is achieved the system is considered effective. Also individuals accept orders from authority without questioning if the following conditions were met: understanding of order, consistency with purpose of organization, compatibility with personal interest and mental and physical ability to comply. Bernard also suggested three major executive functions to provide a system of communication to promote the securing of essential personal efforts and to formulate and define the organization's purpose and objectives Bernard, (1998).

2.6. Research gap

The impact of job satisfaction especially on employee job performance has to be known clearly. A number of studies have been conducted in areas of job satisfaction. There are different views on the relationship between job satisfaction and job performance. Some studies show that there are significant or weak relationship between job satisfaction and job performance (Alf & Impact of Job satisfaction on employee Job performance at Development Bank of Ethiopia Page 5 Bassem, 2003, p.374; Petty et al, cited in Alf & Bassem, 2003, p.369; Iaffaldano & Muchinsky, 1985, p.251). While other studies show that there is a significant and strong relationship between job satisfaction and job performance (Aftab & Idrees, 2012, p.179; Caldwell & O'Reilly, cited in Alf & Bassem, 2003; Judge et al. 2001, p. 385)

The exact relationship between job satisfaction and job performance has to be identified. The number of studies that have been done in Ethiopia and to the banking industry to relationship between job satisfaction and performance is not known.

Different studies were conducted by researchers in title with the impact of job satisfaction on the employee job performance is new and not researched subject in the institution .

2.7. Conceptual framework

2.7.1 Independent variables

2.7.1.1 Accountability

Accountability is whereby every segment of the economy and the individual workers are made to account for their stewardships. One who exhibit accountability is a person who works towards a solution when things go bad whilst remaining resolute and professional.(Yang and Grunig ,2005)

2.7.1.2 Honesty

Good work ethics start with moral correctness. Honesty is being truthful, which includes being principle and truthful in whatever you do and say at workplaces or outside workplaces. A person who is not straightforward to others and his seniors at work is considered a dishonest person. Honesty is a trait which is valued by organizations, and is often a stated core value (IBE, 2015). Ethics should accompany individual upbringing to enable a workable standard principles.

2.7.1.3 Justice and respect

The principle of justice may be defined as the ethical obligation to distribute the benefits and burdens of research fairly. Researchers have an obligation to ensure that the means used to select research participants are equitable. Researchers must neither exploit the vulnerable, nor exclude without good reason those who stand to benefit from study participation. In order for proposed eligibility criteria to be evaluated, each criterion must be accompanied by a clear justification in the study protocol.

The principle of respect for communities means that researchers have an obligation to respect communal values, protect and empower communities, and, where applicable, abide by the decisions of legitimate communal authorities. Generally, the researcher-community relationship ought to be viewed as a partnership. Depending upon the degree to which the research affects the community as a whole and the specific features of the community, researchers may productively involve community partners throughout the research process

2.7.1.4 Observing values

The power of people in public service compared to those they serve is behind the idea that "public service is a public trust" and explains why so many governmental and professional codes impose

special obligations public servants who, as temporary stewards, exercise public power and authority. Their position is neither theirs to own, nor is it theirs to keep.

2.7.2 Dependent variable

2.7.2.1 Job Performance

Measures of performance consist of identifying effective measures of performance associated with work ethic practices. In ascertaining how good or bad a task is executed a given benchmark is required (Arowolo 2012). This study sees performance as the actions of employees at the workplace and its efficient service delivery (Fatile, 2013). Two different sets of measurements are proposed; the first dealing with institutional outcomes and the other, individual outcomes. Since work ethics practices basically attempts to seek congruency between institutional and individual objectives, it is believe this taxonomy is to be useful. The performance measurements of the institutional outcomes chosen in the application of this framework are; 1. Enhance productivity, 2. Attract and retain a quality workforce, 3. Improve efficiency/Job performance, 4. Build teamwork, and 5. Important for organization's vision and mission.

Second, the performance measurements for individual outcomes selected were; a. Shape individual behavior, b. Encourage loyalty in employees, c. Increase individual's efficiency, and e. Career prospects.

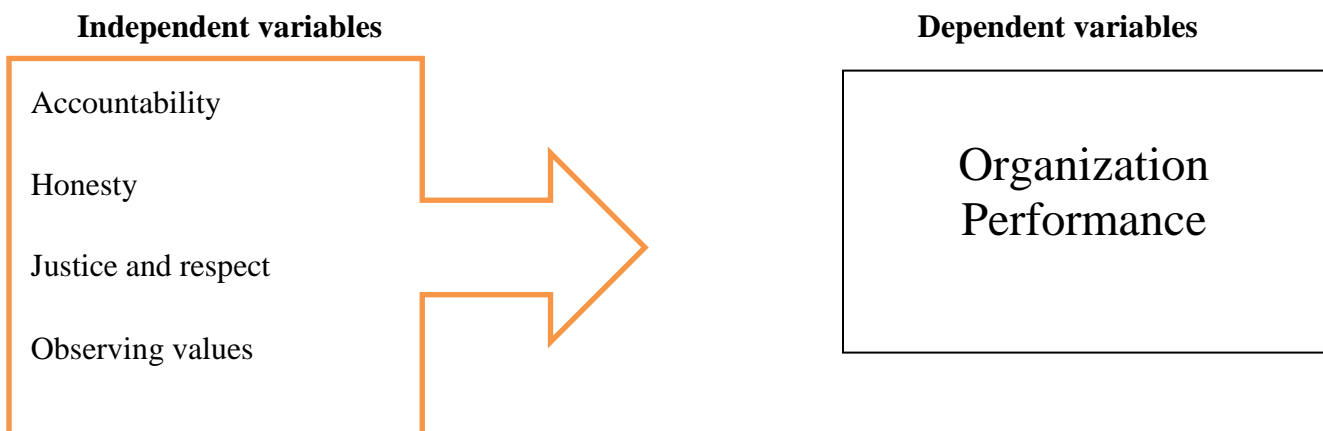


Figure 2:1 Conceptual Framework

Source: Developed by the researcher adapted from Abel Alemnew, 2014 Impact of job satisfaction on employee job performance at development bank of Ethiopia

Expectations arise from every individual in inputs. This means individuals set standards. If employees don't follow these standards it is unethical. So in order to give a solution for these

managers are needed. Organizational environment is interpreted by using these set of values. The outcomes can be interpreted in output.

CHAPTER THREE

Research methodologies

3. Introduction

These are familiar rules and also standards that guide or help researchers. In this chapter methods used to collect, process and analyzed data are explained. Survey population, area of research, sampling design and other ideas are discussed. And also all the methods and ways to collect data are systematically discussed.

3.1. Research design

The study applied descriptive and explanatory research designs. According to Creswell (2003) descriptive study design allows a researcher to gather information, summarize, present data and interpret it for the purpose of clarification. In descriptive research, the essential focus is to describe specific views or opinions and to examine the relationships and variations in the relevant variables by studying a large sample of the population Lee and Ling, (2008).

An explanatory case study can be defined as relationship between cause and effect, and clarifying how the events take place (Yin RK, 2013). According to (Imas, 2009), the explanatory case study investigates link among variables and usually involves multi-method considerations. In addition, it also examines process and procedure at several places.

Explanatory case studies are valuable when conducting causal research study. Mainly in complicated studies of institutions or organizations that need researcher to employ several cases to examine a plurality of influences. This may be achieved via a pattern-matching technique suggested by Yin and Moore (Yin RK, 2013). Pattern matching exists when there is a situation where information come from the similar cases related to some theoretical proposition.

3.2 Sampling Design

3.2.1 Target population

Population collective term used to describe the total quantity of cases of the type which are the subject of the study. It can consist of objects, people and even events Walliman, (2011). Since population constitutes the totality of units about which the research intends to study, the population for the study comprises all head office employees of the public institution.

3.2.2 Sampling Technique

A stratified random sampling technique was used in order to obtain representatives from each group. Accordingly, the population was stratified by sub groups. Participants from each stratum were then selected randomly. A stratified random sample ensures that all parts of the population are represented in the sample in order to increase the efficiency of the study. Besides, it is helpful for administrative convenience and may produce gain in precision of estimates of the characteristics of the whole population (Kothari, 2004).

Table 3.1 Staff Category

Stratum by Staff Category	Staff Size N		Sampling Fraction I = M(Ni / P)	Sample Size I
	CSA	MOFED		
Senior Leadership Team	9	9	232(18/553)	8
Middle Level Leadership	9	6	232(15/553)	6
Junior Leadership	28	31	232(59/553)	25
Staff	238	223	232(461/553)	193
Total	284	269		232

Source:- SPSS 20 out put

3.2.3 Sample size and determination

According to the public institution human resource report on February 2020 the available total number of employees at Head office are CSA has 284 and MOFD has 269 Total of 553, employees including all level Senior Leadership Team, Middle Level Leadership, Junior Leadership and Staff. The researcher used Yamane's formula (1967), in order to determine the sample size of the population. This formula is reliable to 95% and has only 5% deviation factor.

Using the formula: $n = \frac{N}{1 + N(e)^2}$

Where n = the sample size

N = size of population

e = the level of precision (e = 0.05)

Source: Yamane's (1967)

Accordingly, the number of sample items from the total population of 553 employees was 232. Thus in order to determine the number of sample items from each stratum. The questionnaires with sample size 232 are distributed according to the following distribution.

3.3 Data Sources and Methods of Collection

3.3.1 Data Sources and types

The researcher used both primary and secondary data in order to get a picture of the present situations regarding the work ethics and job performance in selected companies. Accordingly, primary data was collected from the Employees of the companies by using structured questionnaire.

3.3.2 Data Collection Methods

On data collection methods five-point Likert scale standard questionnaires was prepared in English, the data were collected using the survey questionnaires. All the required permissions were taken from the corporation authorities for conducting the survey. After all the procedures, the questionnaires was be distributed and the respondents to fill them out. The responses of the respondents were measured using a five-point Likert scale.

3.4 Method of Data Analysis

The data collected was analyzed through quantitative type of inferential analysis method. Both descriptive and inferential statistics were applied in the study. Descriptive statistics helped the researcher to summarize and present the data in statistical arrangement. In view of that, statistical techniques such as mean, frequency and standard deviation were used to analyze and describe the data, and also to interpret the results accordingly.

In addition, inferential statistics has been also used in order to allow the researcher to facilitate the identification of important patterns, to identify the possible associations among variables, to evaluate the extent of the effect of work ethics and job performance and also to make the data analysis more meaningful and utilized SPSS Version 20 shall be used to encode and analyze the data.

The multiple regression model assumed the following equation;

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

Where: - Y= job performance of the selected companies

β_0 =constant

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

X_1 = Accountability

X_2 = Honesty

X_3 = Justice and respect

X_4 = Observing values

ϵ =Error Term

3.5 Reliability Analysis

Reliability: means to measure consistency in producing similar results on different but comparable occasions. If research is said to be reliable that means if it is replicated, similar or identical results will be shown. If researchers know that their research is reliable then there is less risk of their taking a chance pattern or trend exhibited by their sample and using it to make assumptions about the population as whole (Churton& Brown 2010)

Cronbach's Alpha (a) was conducted in order to test the reliability of the instrument, since it is the most common measure of scale, Cronbach's Alpha (a) greater than 0.600 is very acceptable (Cronbach's, 1951). Cohen and Sayag, 2010 also states that Cronbach's Alpha (a) greater than 0.700 is very acceptable.

Table 3.2 Reliability Statistics

	Cronbach's Alpha (a)	Cronbach's Alpha (a) based on standardized items	Number of items
Accountability	.986	.988	6
Honesty	.989	.989	6
Justice and respect	.990	.991	6
Observing values	.846	.976	10
General	.912	.914	4

Source: questionnaire results, 2020

CHAPTER FOUR

Analysis and Discussions

4. Introduction

As indicated in the previous chapters, the main purpose of this study is to Impact assessment of work Ethic on job performance in Ethiopian government companies in the case of Ethiopian central statics agency and Ministry of finance.. This chapter presents the analysis and discussions for the research findings that were obtained from the questionnaire.

The discussion begins with the questionnaires response rate followed by demographic information of the respondents. Results of Reliability analysis, descriptive statistics result about Impact assessment of work Ethic on job performance in Ethiopian government companies in the case of Ethiopian central statics agency and Ministry of finance and its determinants and finally the hypothesis testing results are sequentially presented.

4.2 General information of respondents

4.2.1 Response Rate

From 232 questionnaires that were distributed to executive director ,deputy executive, corporate directorates, department manager, team leader and staff members all questionnaires were collected This shows that there was 100% response rate and it shows there was good response rate from all managements and staff members

4.2.1 Respondent Demographic Information

Respondent's general profile regarding age, sex, field of study and level of education and the others are presented here under.

Table 4.1 respondents' general profile

Demography		Responses	
		Frequency	%
Gender	Male	156	68
	Female	76	32
	Total	232	100
Age	18-25	60	26
	26-30	55	23
	31-35	68	29
	41-45	49	21
	Total	232	100
Educational Level	Diploma	42	19
	Degree	151	66
	MA	39	17
	Total	232	100
Experience	1-5 years	43	18
	5-10 years	69	30
	10-15 years	72	31
	16-20 years	28	12
	21 and above	20	9
	Total	232	100
Current Job Level in companies	Executive Director	1	0.431
	Deputy Executive	3	1.293
	Corporate Directorates	15	6.466
	Department manager	25	10.776
	Team leader	69	29.741
	Staff Members	119	51.293
	Total	232	100

Source: questionnaire results, 2020

From the general respondents 156(68%) of the respondents are male and 76(32%) are female which means most of the respondents are male dominated. In the age factor 18-25 age respondents are 60(26%), 55(23%) are age of 26-30,68(29%) of the respondents are age interval of 31-35 and 41-45 age interval are 49(22%) which shows that most of the employees are adult. In relation educational back ground 42(19%),151(66%),39(17%) of the respondents are have diploma, degree and MA holders this tells us all educated employees . experience of employees ,43(18%) are 1 -5 years of experience ,69(30%) are 10 to 15 years are 72(31%), the other 16to 20 years of service 28(12%) finally 20(9%) of the respondents are over 21 years of experience . Current Job Level in

companies 12(6%) are executive director, 36(13%) are deputy executive, corporate directorates are 48(21%) also 93(40%) are department managers, team leader are 23(10%) other 20(9%) are staff members

4.3 Accountability

Table 4.2 Accountability

Items		1	2	3	4	5	Mean	Standard Deviations
At the organization I work in the proceedings are constantly improved.	F	32	52	29	75	44	3.2	1.3
	%	12	19.5	10.9	28.2	16.5		
At the organization I work in, the quality of products and/or services are attended to.	F	19	26	89	79	19	3.2	1
	%	7.1	9.8	33.5	29.7	7.1		
At the organization I work in the expected results are easily achieved.	F	28	35	47	78	44	3.3	1.2
	%	10.5	13.2	17.7	29.3	16.5		
At the organization I work in the employees are productive.	F	28	35	47	78	44	3.3	1.2
	%	10.5	13.2	17.7	29.3	16.5		
I feel like a part of the organization, at the organization I work in.	F	12	31	39	89	61	3.6	1.1
	%	4.5	11.7	14.7	33.5	22.9		
The employees at the organization I work in abide by the code of Ethics.	F	16	18	45	102	51	3.6	1.1
	%	6	6.8	16.9	38.3	19.2		
Aggregated mean							3.6	1.6

Source:- SPSS output 20

From the above table we can understand that at the organization I work in the proceedings are constantly improved. 32(12%) of the respondents are strongly disagreed, 52(19.5%) of the responders are disagreed and 29(10.9%) of the respondents are indifferent to give their idea in the opposite of this idea 75(28.2%) of the respondents are agreed and 44(16%) of the respondents are strongly support the idea. At the organization I work in, the quality of products and/or services are attended to. 19(7.1%) are strongly disagreed and 26(9.8%) of the respondents disagreed 89(33.5%) neutral also 79(29.7%) are agreed and 19(7.1%) of the respondents are strongly agreed on this idea. At the organization I work in the expected results are easily achieved. 28(10.5%) strongly oppose the idea and 35(13.2%) disagreed this is not the easily achieve the objectives in the other hand 47(17.7%) they cannot decide but 78(29.3%) and 44 (16.5%) of the respondents are agreed and strongly agreed respectively. At the

organization I work in the employees are productive 28(10.5%) are highly disagreed and 35(13.2%) disagreed in the other hand 47(17.7%) of the respondents are neutral however 78(29.3%) are agreed the need direction because of insecurity finally 44(16.5%) are strongly support the ideas. I feel like a part of the organization, at the organization I work in. 12(4.5%) , 31(11.7%) are strongly agreed and agreed respectively also 39(14.7%) neutral position in other hand 89(33.5%) and 61(22.5%) of the respondents are agreed and strongly agreed. The employees at the organization I work in abide by the code of Ethics. 16(6%) of the respondents are strongly disagreed and 18(6.8%) disagreed it's not the way of effectiveness 45(16.5%) are indifferent but the rest of the respondents are support the way of effectiveness 102(38.2%) 51(19.2%) are agreed and strongly support the idea. The above data shows that 3.6 aggregated mean and 1.6 standard deviation which means that its result goes too agreed

4.4 Honesty

Table 4.3Honesty

Items		1	2	3	4	5	Mean	Standard Deviations
At the organization I work in, healthy competition between employees is encouraged.	F	23	29	39	78	63	3.5	1.2
	%	8.6	10.9	14.7	29.3	23.7		
At the organization I work in, the employees are involved in the organization's operational problem solving.	F	22	16	33	70	91	3.8	1.2
	%	8.3	6	12.4	26.3	43.2		
At the organization I work in, the environment for career improvement is provided.	F	25	37	54	80	36	3.2	1.2
	%	9.4	13.9	20.3	30.1	13.5		
At the organization I work in, quality of the products and services are emphasized.	F	19	10	41	80	82	3.8	1.1
	%	7.1	3.8	15.4	30.1	30.8		
At the organization I work in, it is important that the employees look representative (for example, <i>look smart, wear uniforms and etc.</i>)	F	31	22	41	85	53	3.4	1.3
	%	11.7	8.3	15.4	32	19.9		
At the organization I work in, there is an inspiring work vision, mission and philosophy.	F	25	43	49	60	55	3.3	1.3
	%	9.4	16.2	18.4	22.6	20.7		
Aggregated mean							3.5	1

Source:- SPSS output 20

At the organization they work in, healthy competition between employees is encouraged. 23(8.6%) of the respondents are agreed 29(10.9%) of the respondents are disagreed in the other hand 39(14.7%) put

in neutral the rest of the respondents 78(29.3%)and 83(23.7%) are agreed and strongly agreed the idea. At the organization they work in, the employees are involved in the organization’s operational problem solving. 22(8.3%),16(6%) are strongly oppose and oppose the idea, 33(12.4%) are stay neutral in the other hand 70(26.3%) 91(43.2%) are agreed and strongly agreed respectively. 25(9.4%) and 37(13.9%) of the respondents disagreed that the environment for career improvement is provided. the and support the idea,54(20.3%) are neutral in the other hand 80(30.1%) and 36(13.5%) are respectively agreed and strongly support.19 (7.1%) and 10(3.8%) are strongly disagreed and agreed quality of the products and services are emphasized. 41(19.4%) are in different to give idea, finally 80(30.1%) and 82(30.8%) of the respondents are strongly agreed and agreed. 31(11.7%) and 22(8.3%) of the respondents strongly disagreed and disagreed the it is important that the employees look representative. 41(15.4%) are neutral, rest of the other are agreed its passion of the leaders 85(32%) and 53(19.9%) are agreed and strongly agreed. At the organization I work in, there is an inspiring work vision, mission and philosophy 25(9.4%),43(16.2%) are not support in strong and disagreed, 49(18.4%) neutral 60(22.6%) are disagreed and 55(22.7%) are strongly agreed. The above data shows that 3.5 aggregated mean and 1 standard deviation which means that its result goes to agreed

4.5 Justice and Respect

Table 4.4 Justice and respect

Items		1	2	3	4	5	Mean	S.D
At the organization I work in, bonuses are provided in accordance with performance.	F	31	48	49	71	33	3.1	1.2
	%	11.7	18	18.4	26.7	12.4		
At the organization I work in, benefits for matching with personal needs are provided (for example, <i>participation in health education program, expenses for sports, treatments & various courses</i>).	F	29	48	43	79	33	3.1	1.2
	%	10.9	18	16.2	29.7	12.4		
At the organization I work in tries to make the employees feel like part of the organization.	F	13	40	43	84	52	3.5	1.1
	%	4.9	15	16.2	31.6	19.5		
At the organization I work in provides the ability to work individually.	F	21	28	44	74	65	3.5	1.2
	%	7.9	10.5	16.5	27.8	24.4		
Employee achievements are recognised at the organization I work in (for example <i>employees are praised, acknowledgements are provided and etc.</i>).	F	32	22	41	85	52	3.4	1.3
	%	12	8.3	25.4	32	19.5		
The immediate superior is attentive towards the employees at the organizations I work in.	F	25	43	49	60	55	3.3	1.3
	%	9.4	16.2	18.4	22.6	20.7		

Aggregated mean	3.3	1.2
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Source: - SPSS output 20

In the company bonuses are provided in accordance with performance level 31(11.7%) of the respondents are strongly agreed and 48(18%) agreed in 49(18.4%) of the respondents are neutral in the other hand 49(18.4%) of the neutral the other 71(26.7%) of the respondents are agreed and 33(12.4%) are strongly agreed.

Benefits for matching with personal needs are provided needs13(4.9%) of the respondents are strongly disagreed,48(18%) of the respondents are disagreed and 43(16.2%) of the respondent are in neutral 79(29.7%) of the respondents are agreed and the rest 33(12.4%) of the respondents are strongly agreed.work in tries to make the employees feel like part of the organization 13(4.9%)and 40(15%) of the respondents are strongly disagreed and agreed on manager encourages the employees to look beyond their self-interest43(16.2%)are indifferent84(31.6%) are agreed and 52(19.5%) are strongly disagreed. At the organization I work in provides the ability to work individually 21(7.9) are strongly disagreed and disagreed are 28(10.5) the other 44(16.5) are says neutral 74(28.7) and 65(24.4) are agreed and strongly agreed.Employee achievements are recognized at the organization they work in 32(12%) and 22(8.3%) of the respondents are strongly oppose and oppose on Employee achievements are recognized at the organization I work in 41(25.4%) of the respondents says neutral 85(32%) and 52(19.5%) agreed and strongly agreed. The immediate superior is attentive towards the employees at the organizations I work in. 25(9.4%) are strongly disagreed and 43(16.2%) disagreed but 49(18.4%) are neutral 60(22.6%) are agreed and 55(20.7%) are strongly agreed.

4.7 Observing values

Table 4.5 Observing values

Items		1	2	3	4	5	Mean	S.D
Timely and constructive feedback to the employees on performance is provided at the organization I work in.	F	31	48	49	71	33	3.1	1.2
	%	11.7	18	18.4	26.7	12.4		
At the organization I work in, the employees are respected.	F	29	48	43	80	32	3.1	1.2
	%	10.9	18	16.2	30.1	12		
At the organizations I work in, the	F	13	40	43	84	52	3.5	1.1

employees are provided with personal responsibility, relying on their morality.	%	4.9	15	16.2	31.6	19.5		
At the organization I work in, tolerance is encouraged (for example, <i>gender, race, age and other aspects</i>).	F	21	28	44	75	64	3.5	1.2
	%	7.9	10.5	16.5	28.2	24.1		
At the organization I work in, the employees devoted to the job are valued (<i>the work itself gives pleasure</i>).	F	20	42	39	83	48	3.4	1.2
	%	7.5	15.8	14.7	31.2	18		
At the organization I work in, only qualified employees are employed.	F	46	45	32	66	43	3	1.4
	%	17.3	16.9	12	24.8	16.2		
Aggregated mean							3.2	1.2

Source: - SPSS output 20

Timely and constructive feedback to the employees on performance is provided at the organization they work in, 31(11.7%) of the respondents are strongly disagreed and 48(18%) of the respondents are disagreed however 49(18.4%) of the respondents are neutral in the contrary 71(26.2%) and 33(12.4%) of them are agreed and strongly agreed respectively. At the organization they work in, the employees are respected 29(10.9%) and 48(18%) of the respondents are oppose the idea they did not give promotion in relation my best performance 43(16.2%) of the respondents are get neutral, in the other hand 80(30.1%) are agreed and 32(12%) of the respondents are strongly agreed.

At the organizations they work in, the employees are provided with personal responsibility, relying on their morality this case 13(4.9%) of the respondents are strongly disagreed and 40(15%) of the respondents are disagreed and 43(16.2%) of the respondents are neutral and the rest of 84(31.6%) are agreed and 52(19.5%) of the respondents are strongly agreed. At the organization they work in, tolerance is encouraged from this point 21(7.9%) of the respondents are strongly disagreed 28(10.5%) of the respondents are agreed 44(16.5%) are fail in neutral 75(28.2%) of the respondents are agreed and 64(24.1%) of the respondent are strongly agreed At the organization they work in, the employees devoted to the job are valued 20(7.5%) and 42(15.8%) of the respondent are strongly disagreed and agreed respectively and 39(14.4%) of them are fail in neutral 83(31.1%) and 48(14%) of the respondents are agreed and strongly agreed. 46(17.3%), 45(16.9%), 32(12%), 66(24.8%) and 43(16.2%) of the respondents are saying from strongly disagreed to strongly agreed respectively with the idea of At

the organization I work in, only qualified employees are employed. The above data shows that 3.2 aggregated mean and 1.2 standard deviation which means that its result goes to agreed

4.10 Assessment of Multicollinearity

Tolerance value below 0.10, VIF greater than 10 in correlation matrix and when there is strong correlation among R value greater than 0.8 and the predictors is the causes for multicollinearity (Myers, 1990; Pallant, 2007; Field, 2009). Tolerance is a statistics used to indicate the variability of the specified independent variable that is not explained by the other independent variables in the model.

Table 4.8:-collinearity Statistics

Model	collinearity Statistics	
	Tolerance	VIF
Accountability	.261	3.835
Honesty	.385	2.594
Respect	.335	2.988
Observing values	.379.	2.638

Source :-Spss 20 output

Shows the tolerance levels for all variables are greater than 0.10 and the VIF value are less than 10. Furthermore, all variables have the paired values among the predictors are less than 0.80. These all revealed that there was no multicollinearity problem that alters the analysis of the findings. Thus, R value, tolerance and VIF are acceptable

4.11 Results from Analysis of Cross-sectional Data

4.11.1 Test for Linear Regression Model (LRM) Assumptions

In the descriptive statistics part, the study shows the mean, standard deviation, minimum and maximum values of the dependent and explanatory variables including the number of observation for each variable. However, this section provides test for the linear regression model (LRM) assumptions such as normality, Heteroscedasticity and homogeneity tests.

The linearity of the parameter is assumed since the model applies linear ordinary least square (OLS). The objective of the model is to predict the strength and direction of association among the dependent and independent variables. Thus, in order to maintain the validity and robustness of the regression result of the research in Linear Regression Model, it is better to satisfy basic assumption Linear Regression Model. As noted by Brooks (2008), when these assumptions are satisfied, it is considered as all available information is used in the model. However, if these assumptions are violated, there will be data that left out of the model. Accordingly, before applying the model for testing the significance of the slopes and analyzing the regressed result, normality, multicollinearity and heteroskedasticity tests are made for identifying misspecification of data if any so as to fulfill research quality.

4.11.2 Normality Test

Table 4.9:-One-Sample Kolmogorov-Smirnov Test(normality test)

		Accountability	Honesty	Justice and Respect	Observing values
N		232	232	232	232
Normal Parameters ^{a,b}	Mean	2.3678	2.2236	1.8365	2.0532
	Std. Deviation	1.21353	1.08812	.94190	1.01447
Most Extreme Differences	Absolute	.198	.219	.257	.225
	Positive	.198	.219	.257	.225
	Negative	-.130	-.130	-.187	-.150
Kolmogorov-Smirnov Z		3.012	3.332	3.910	3.433
Asymp. Sig. (2-tailed)		.000	.000	.000	.000

Source:-spss 20 out put

One assumption of classical linear regression model (CLRM) is the normal distribution of the residual part of the model. As noted by Gujarati (2004), OLS estimators are BLUE regardless of whether they are normally distributed or not. If the disturbances are independently and identically distributed with zero mean and constant variance and if the explanatory variables are constant in repeated samples, the OLS coefficient estimators are asymptotically normally distributed with means equal to the corresponding β 's. However, as per the central limit theorem, if the disturbances are not normally distributed, the OLS estimators are still normally distributed approximately if there are large-sample data. Thus, since the sample size for this study is large enough, it is approximately considered as normally distributed. This implies that residuals are asymptotically normal in this study

4.11.3 Heteroscedasticity Test

Table 4.10:- Heteroscedasticity Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.918	2.207		1.322	.188
	Accountability	4.268	1.445	.239	2.954	.008
	Honesty	4.768	1.325	.239	3.597	.006
	Respect	4.236	1.544	.184	2.743	.007
	Observing values	4.619	1.526	.216	3.027	.009

Source:-spss 20 out put

In the classical linear regression model, one of the basic assumptions is Homoskedasticity assumption that states as the probability distribution of the disturbance term remains same for all observations. However, if the disturbance terms do not have the same variance, this condition of no constant variance or non-homogeneity of variance is known as heteroscedasticity (Bedru and Seid, 2005). Accordingly, in order to detect the heteroscedasticity problems, Breusch-Pagan or Cook-Weisberg test was utilized in this study. This test states that if the p-value is significant at 95% confidence interval, the data has heteroscedasticity problem, whereas if the value is insignificant (greater than 0.05), the data has no heteroscedasticity problem. Thus, there is no heteroscedasticity problem for this study.

4.11 Person correlation matrix

Table 4.11:-Person correlation matrix

		Accountability	Honesty	Justice and Respect	Observing values
Accountability	Pearson Correlation	1			
	Sig. (2-tailed)				
Honesty	Pearson Correlation	.725	1		
	Sig. (2-tailed)	.000			
Justice and Respect	Pearson Correlation	.694**	.740**	1	
	Sig. (2-tailed)	.000	.000		
Observing values	Pearson Correlation	.696**	.799**	.686**	1
	Sig. (2-tailed)	.000	.000	.000	

Source :-Spss 20 out put

In addition to the regression analysis, the correlation analysis is used to accept or reject research hypothesis (Cohen and Sayag, 2010). The Pearson correlation matrix shows that there is correlation between dependent and independent variables. Moreover, the correlation also significant .That means Accountability (r = .725**), honesty (r= .694**) Justice and Respect (r=.696**) and Observing values (r=.679) in the idea of correlation ± 0.60 to ± 0.75 is moderate degree of correlation with (P<0.01) level of significant. Thus, the entire hypothesis is accepted. The variable with the level of significance (sig) value less than 5% could make a significance unique contribution to the predicted value of the dependent variable, beyond this level of significance the variable are making a significance contribution for the prediction of the dependent variable. Significantly contribute for the dependent variable (job performance) at 95% level of confidence (p<0.01).This implies that Accountability, honesty, justice and respect and Observing have positive relationship with organizational performance.

4.12 Model results and discussion

The study conducted a linear regression analysis for the independent variables and the dependent variable. Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (job performance) that is explained by all the four independent variables (Accountability, honesty, Justice and respect and observing values).

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

$$\text{Performance} = \beta_0 + \text{Accountability (4.268)} + \text{honesty, (4.768)} + \text{Justice and respect (4.236)} + \text{observing values(4.619)} + \epsilon$$

Table 4.12:-**model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.783 ^a	.614	.607	13.60829	. 1.423

Source:- spss20 Out put

4.13 Value of R square

The value of R square explains how much of the variance in the dependent variables are identified by the model and the larger the value of r square implies the better the model is. Thus, as we can see in the above table, the overall contribution of the best job performance of the companies , Accountability, honesty, Justice and respect and observing valuesfor 61.4% (adjusted $R^2 = 0.641$). The rest 38.6% were other variables that are not included in this study

Table 4.13:-Anova

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	66825.952	4	16706.488	90.215	.000b
Residual	42037.134	227	185.186		
Total	108863.086	231			

Source :- SPSS 20 out put

From the ANOVA test in the above table the Accountability, honesty, Justice and respect and observing valueshave great contribution effective job performance. Moreover, the F statistics, 90.12 in this research, which used to measure the overall test of significance of the model, is well fitted at 1 percent level of significance

4.8 Regression Result Analysis

Table 4.14:-Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.918	2.207		1.322	.188
	Accountability	4.268	1.445	.239	2.954	.003
	Honesty	4.768	1.325	.239	3.597	.000
	Justice and Respect	4.236	1.544	.184	2.743	.003
	Observing values	4.619	1.526	.216	3.027	.003

Source:-spss 20 out put

In any regression model, the +ve or -ve sign of beta (B) shows the effect (increase or decrease) of the independent variables coefficients over the independent variable. And as shown in the above table beta sign of all the independent variables shows the positive effect of the predicting independent variables. That means any proportional increase in the independent variables lead to all the increase of the independent variables it increase the job performance of the companies.

Based on the coefficients of the dependent variable (B sign) all the two hypotheses proposed by the researcher are acceptable hypothesis. Because three hypotheses stated the positive relationship between the independent and the dependent variables are meet. The variable with the level of significance (sig) value less than 5% could make a significance unique contribution to the predicted value of the dependent variable. Beyond this level of significance the variable are making a significance contribution for the prediction of the dependent variable. Four independent variables (Accountability, honesty, Justice and respect and observing values) are significantly contribute for the dependent variable job performance at 95% level of confidence ($p < 0.01$). This implies that Accountability, honesty, Justice and respect and observing values are the most important determinants and they need more emphasis for the effectiveness of performance in case of the companies. The regression results obtained from the model were utilized to test the hypotheses developed in chapter One.

4.8.1 Hypothesis Test

The regression analysis whose results are presented in table 4.13 above provides a more comprehensive and accurate examination of the research hypothesis. Therefore, the regression results obtained from the model were utilized to test these hypotheses. The hypotheses sought to test for a significant influence of Accountability, honesty, Justice and respect and observing values on the direct effect of companies' job performance which was measure in terms of job performance

As can be seen in table 4.13 above the p value for the Accountability, honesty, Justice and respect and observing values are statistically significant at ($p < 0.01$) which suggests a strong support for hypothesis . The following hypotheses test were conducted based on the regression results of the job performance obtained from the regression output

H1a Work ethic has a positive and significant effect on employees' performance job performance.

The first hypothesis of this research posted that the job Performance is directly related with the extent of the work ethics. Showing the strongly correlated relationship between the job Performance and the Accountability, honesty, Justice and respect and observing values, the positive beta sign and a statistically significant result of Accountability, honesty, Justice and respect and observing values related with the job Performance (Accountability $\beta =4.268$, $t=2.954,003>P$, Honesty $\beta =4.768,t=3.597, 000>P$, Justice and Respect $\beta =4.236,t=184 .003>P$, and Observing values $\beta =4.619,t=.216,003>P$) do support the proposed hypothesis acceptable

H1b: Accountability, honesty, Justice and respect and observing values have positive effect on job performance.

The second hypothesis of this research posted that the job Performance is directly related with the extent of the Accountability, honesty, Justice and respect and observing values. Showing the strongly correlated relationship between the job Performance and the Accountability, honesty, Justice and respect and observing values , the positive beta sign and a statistically significant result of Accountability, honesty, Justice and respect and observing values related with the job Performance (Accountability $\beta =4.268$, $t=2.954,003>P$, Honesty $\beta =4.768,t=3.597, 000>P$, Justice and Respect $\beta =4.236,t=184 .003>P$, and Observing values $\beta =4.619,t=.216,003>P$) support the proposed hypothesis acceptable

According to Luthans (2005, p.213) “Money not only helps people attain their basic needs but is also an instrumental in providing upper- level need satisfaction”. Robbins (2009, p.323) also stated that when pay is seen as fair based on job demands, individual skill level, and community pay standards, satisfaction is likely to result. “Pay has significant impact on job satisfaction and performance especially when employees seek pay systems that are perceived as just, unambiguous, and in line with their expectations” (Funmilola, O., Sola, K., and Olusola, A., 2013, p. 518). Tesema and Soeters (2006, p.92) found that compensation has significant impact on job satisfaction and performance. Opkara (2004, p.82) stated that lower salaries translated into decreased satisfaction; low satisfaction translates into low morale, poor performance, and ultimately low productivity.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Major Findings

In line with the objective of this research to A study on the impact of work ethic on job performance in Ethiopian government companies in the case of the Ethiopian central statistical office and the Ministry of Finance, the researcher has adopted questionnaires to gather firsthand information from the respondents with heterogeneous age level, level of education, field of study, and service period. Then, reliability was conducted in order to check the consistency of the data. As the reliability test confirmed the consistency of the data for the analysis, the collected data from the respondents was analyzed using SPSS. The outputs of the SPSS were then described and presented using tables.

In summary, it is found from the descriptive analysis that among the questionnaires distributed is determine the effect of work ethics on job performance selected companies Accountability, honesty, Justice and respect and observing values work ethics affect the job performance respectively.

- The result of the linear and multi regression analysis shows that the model that was used good fit for the data which is the R square (R²) explain that 61.4% change in job Performance can be predicted by the combination of the four work ethics however the other 38.6% is explained by other different factors that does not address this study. With respect to the coefficients of regression analysis, job Performance can be predicted by each ethics; that is, work ethics Accountability $\beta = 4.268$, Honesty $\beta = 4.768$, Justice and Respect $\beta = 4.236$, and Observing values $\beta = 4.619$.
- The result of Pearson correlation revealed that significant and positive relationship is found between work ethics and job Performance , Moreover, the correlation also significant this

Accountability ($r = .725^{**}$), honesty ($r = .694^{**}$) Justice and Respect ($r = .696^{**}$) and Observing values ($r = .679$).

- Based on the participant's response, the mean score on the organizational performance shows that the level of organizational performance in the corporation is 3.5 which is included in medium range

5.2 Conclusions

The study found out that all the independent predictors except Accountability, honesty, Justice and respect and observing values strong relationship with job performance, it was all positively related with the job performance. However, as per their significant contribution levels, Accountability, honesty, Justice and respect and observing values were the major determinant factors for better performance selected companies in the research. The performance of the companies was medium range it needs improvement, the company needs training and empowerment at all levels of leadership and employees.

Manager focuses mainly on the physical and the security needs of subordinates and the employees always willing to get something in return when they did a good job like promotion, pay raise, performance reviews new responsibilities etc. 62% (adjusted $R^2 = 0.614$) in determining the performance Ethiopian selected companies. That means, the effect of these four independent variables contributed for the dependent variable; were 62%, and the remaining 38% were other variables that are not included in this study.

The practices of work ethics in selected company to assess by the mean score of the dimensions of work ethics were computed. The mean score of accountability was 3.6 which are considered as moderate range, the mean score of Honesty style was 3.5 which can be considered as high range and also the mean score of Justice and respect was 3.5 and Observing values 3.2 which are categorized as moderate range. Therefore, the practice of work Ethics in Ethiopian selected job performance, as it is found in the range which is considered as moderate.

The overall perceptions of respondents towards job Performance were assessed in order to evaluate the levels of job performance at selected companies in Ethiopia. Then the findings show that the

aggregate mean score of job performance of selected companies in Ethiopia was 3.4, which indicates that the job performance level in companies in Ethiopia is satisfactory level. Because, the aggregate mean score is less than 3.40. Therefore, the majority of the respondents are not happy with the overall job Performance of companies in Ethiopia

5.3 Recommendations

Based on the analysis and subsequent findings from the study, the following recommendations are forwarded which the selected companies in Ethiopia to improve its performance

- It should be noted that there is a relationship between job performance and work ethics . Therefore the management of companies in Ethiopia has to make various efforts to improve work ethics in order to enhance job performance
- To be more efficient and effective the companies in Ethiopia should get better training and empowerment of the employees to be best employees.
- Basing on the views obtained from professionals interviewed, the following recommendation can help to improve organizational ethical conducts. Decision makers should set use of ethical conducts as priority towards improving organization performance by set adequate resources and commitment to achieve this ends.
- There is a need for responsible training institutions to enhance training on ethical conducts so that the graduate professionals can acquire adequate knowledge, skills and hence appreciate and adhered to ethical conducts.

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Appendix I

Addis Abba University

Faculty of Business & Economics

Dear respondent, the purpose of this questionnaire is prepared as part of the researcher's effort to partially fulfil the requirements for Master of Science in management from Faculty of Business & Economics Addis Ababa University, The objective of the research is to A study on the impact of work ethic on job performance in Ethiopian government companies in the case of the Ethiopian central statistical office and the Ministry of Finance. The research is hoped to highlight job performance and work Ethics being practiced in Ethiopian government companies. Your active participation in the research and your honest feedback to the questionnaires will help achieve the objective. The data shall be kept confidential and used for academic purposes only.

You are not required to indicate your name

EyerusalemBelete

Tell +251 92 013 4621

E-mail jeri.keno@gmail.com

Thank you in advance for your cooperation!

Part One: For Employee Position

1. Sex 1. Male _____ 2. Female _____
2. . Age 1.18-25 _____ 2.26-30 _____ 3.31-35 _____ 4.36-40 _____ 5.41-45 _____
6. Above 46 _____
4. Educational Qualification
1. Below Diploma _____ 2. Diploma _____ 3.First Degree _____ 4. Second Degree and Above _____
5. Service Years in Ethiopian companies
1. 1-5 Years _____ 2.5+ to 10 Years _____ 3.10+ to 15 Years _____ 4.15+ to 20 _____
- 5.above 20 Years _____
6. Current Job Level in Ethiopian government companies

1. Executive Director _____ 2. Deputy Executive _____ 3. Corporate Directorates _____ 4. Department manager _____ 5. Team leader _____ 6. Staff Members _____

Part Two: Main Research Questions for General Staff

Please see instructions below.

- For each of the statements below, circle the number that indicates the degree to which you agree or disagree about the leadership inclinations in Ethiopian government companies
- Give your immediate impressions. There is no right or wrong answers.

Note: Indicate your answer by choosing from: 5=Strongly Agree, 4=Agree, 3=Neutral 2=Disagree, 1=Strongly Disagree.

	Accountability	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.	At the organization I work in the proceedings are constantly improved.					
2	At the organization I work in, the quality of products and/or services are attended to.					
3	At the organization I work in the expected results are easily achieved.					
4	At the organization I work in the employees are productive.					
5	I feel like a part of the organization, at the organization I work in.					
6	The employees at the organization I work in abide by the code of Ethics.					
	Honesty					
1	At the organization I work in, healthy competition between employees is encouraged					
2	At the organization I work in, the employees are involved in the organization's operational problem solving					
3	At the organization I work in, the environment for career improvement is provided.					
4	At the organization I work in, quality of the products and services are emphasized					
5	At the organization I work in, it is important that the employees look representative (for example, look smart, wear uniforms and etc.)					
6	At the organization I work in, there is an inspiring work vision, mission and philosophy.					
	Justice and Respect					
1	At the organization I work in, bonuses are provided in accordance with performance.					
2	At the organization I work in, benefits for matching with personal needs are provided (for example, participation in health education					

	program, expenses for sports, treatments & various courses).					
3	At the organization I work in tries to make the employees feel like part of the organization.					
4	At the organization I work in provides the ability to work individually.					
5	Employee achievements are recognized at the organization I work in (for example employees are praised, acknowledgements are provided and etc.).					
6	The immediate superior is attentive towards the employees at the organizations I work in.					
	Observing values					
1	Timely and constructive feedback to the employees on performance is provided at the organization I work in.					
2	At the organization I work in, the employees are respected.					
3	At the organizations I work in, the employees are provided with personal responsibility, relying on their morality					
4	At the organization I work in, tolerance is encouraged (for example, gender, race, age and other aspects).					
5	At the organization I work in, the employees devoted to the job are valued (the work itself gives pleasure).					
6	At the organization I work in, only qualified employees are employed.					