



ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF PUBLIC ADMINISTRATION AND
DEVELOPMENT MANAGEMENT

**THE PRACTICES AND PROBLEMS OF PROFESSIONAL INTEGRITY AND
ETHICS IN PRIVATE BANKS: IN THE CASE OF BUNNA INTERNATIONAL BANK**

**Thesis Submitted to College Business and Economics Department of Public Administration
and Development Management in Partial Fulfillment of the Requirements for the Masters
of Arts in Public Management And Policy (MPMP)**

By :Haregeweyn Legesse

**ADDIS ABABA UNIVERSITY
ADDIS ABABA, ETHIOPIA
JUNE, 2019**

**ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF PUBLIC ADMINISTRATION AND
DEVELOPMENT MANAGEMENT**

**THE PRACTICES AND PROBLEMS OF PROFESSIONAL INTEGRITY AND
ETHICS IN PRIVATE BANKS:
IN THE CASE OF BUNNA INTERNATIONAL BANK**

**Thesis Submitted to College Business and Economics Department of Public Administration
and Development Management in Partial Fulfillment of the Requirements for the Masters
of Arts in Public Management And Policy (MPMP)**

By: Haregeweyn Legesse

ID.NO. GSE/1695/08

ADVISOR: Derebe Assefa (PHD)

ADDIS ABABA, ETHIOPIA

JUNE 2019

Addis Ababa University
College Of Business and Economics Department Of
Public Administration and Development Management

DECLARATION

I, Haregeweyn Legesse , ID No, *GSE/1695/08* declare that all sources of materials used for writing of this thesis have been acknowledged. I confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Name
Addis Ababa University, Addis Ababa

Signature
June, 2019

ENDORSEMENT

This thesis has been submitted to **Addis Ababa University**, School of Graduate Studies for examination with my approval as a university advisor.

Advisor
Addis Ababa University, Addis Ababa

Signature
June, 2019

**ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES DEPARTMENT OF PUBLIC
ADMINISTRATION AND DEVELOPMENT MANAGEMENT**

APPROVAL SHEET

This is to certify that the thesis prepared by Haregeweyn Legesse entitled “The Practices and Problems of Professional Integrity and Ethics in Private Banks: In the case of Bunna International Bank” which is submitted in partial fulfillments of the requirements for the degree of Masters in Public Management and Policy (MPMP) complies with the regulation of the university and meet the accepted standard with respect to originality and quality.

APPROVED BY BOARD OF EXAMINERS:

Dean, Graduate Studies

Signature

Advisor

Signature

External Examiner

Signature

Internal Examiner

Signature

ACKNOWLEDGEMENT

I would like to acknowledge the people and the company that made this research possible.

First and foremost, my profound gratitude goes to almighty GOD, without his will I wouldn't have made it this far. Then I would like to thank my Academic Adviser Dr. Derbe Assefa, for his professional advice and guidance in assisting and supporting this research so that it could be completed. I am so grateful to all the participants from Bunna Bank for their valuable time and the Bank for giving me the opportunity to conduct the survey in head office.

This thesis would not be completed without the help of friends-in particular Fikru Atsbeha, Kedir Fincha, Matiwos Gebru and Frew Bogale, Zekarias and Sisay.

Finally, I would like to thank my mother Almaz Ewnetu, for the prayers, my sisters Yemisrach Legesse and Mahlet Demere for their professional advice, and the rest of my family for their support, also my relatives and friends for their continuous encouragement.

TABLE OF CONTENTS

TITLE PAGE.....	i
DECLARATION.....	iii
ENDORSMENT.....	iii
APPROVED BY BOARD OF EXAMINERS.....	iv
ACKNOWLEDGEMENT.....	v
TABLE OF CONTENET.....	vi
ABBREVIATIONS AND ACRONYMS.....	Xii
ABSTRACT.....	Xiii
1.CHAPTER ONE	1
1. Introduction.....	1
1.1 Background of the Study.....	1
1.2. Statement of the problem.....	3
1.3. Basic Research Questions.....	3
1.4. Objectives of the Study.....	3
1.4.1 General Objective.....	3
1.4.2 Specific Objectives:.....	4
1.5. Significance of the Study.....	4
1.6. Limitation of the study.....	5
1.7. Delimitation of the Study.....	5
1.8. Thesis structure.....	5
CHAPTER TWO.....	6
2. Literature Review.....	6
2.1. Introduction.....	6
2.1.1. Banking.....	6

2.2. Overview of the study.....	6
2.5. History of Bunna Bank	6
2.3. Definition.....	7
2.3.1. What is Ethics?	7
2.3.2. Profession and professionalism	8
2.3.3. What Are Workplace Ethics.....	9
2.4. Theoretical literature review.....	9
2.4.1. Views on banking Ethics.....	9
2.4.2. The Basic Ethical Principles in Banking	10
2.4.3. Professionalism in Ethics.....	11
2.4.4. Written Code of Ethics	12
2.4.5. Professional Codes of Ethics.....	13
2.5. The Concept of Bank Ethics and Professionalism.....	14
2.5.1. Why to study Ethics.....	15
2.5.2. Ethics Programs.....	17
2.6. Empirical Studies on Ethical Behavior.....	17
2.6.1. Ethics Training	18
2.6.2. Ethical Leadership.....	18
2.6.3. Ethics and Employee Performance.....	19
2.6.4. Application of Ethics to Banks’ staff.....	21
2.6.5. Why Ethics and Professionalism in Banking?.....	23
2.6.6. Unethical Practices/Unprofessional Conduct in Banks.....	25
2.6.7 What BIB Documents say about Ethics.....	26
2.7. Conceptual frame work.....	26
CHAPTER THREE.....	28
3. Research Design and Methodology.....	28

3.1. Introduction.....	28
3.2. Research Design.....	28
3.3. Research approach.....	29
3.4. Sampling design.....	29
3.4.1. Study and target group.....	29
3.4.2. Sample frame and unit.....	30
3.4.3. Sample size.....	30
3.5. Sampling Method.....	31
3.6. Source of Data Collection.....	31
3.6.1 Primary source of data.....	31
3.6.2. Secondary source of data.....	32
3.7. Instruments of data collection.....	32
3.7.1 Questionnaires.....	32
3.8. Data Analysis and interpretation.....	33
3.9. Reliability and validity.....	33
3.10. Ethical Consideration.....	33
CHAPTER FOUR.....	35
4. Data analysis and Interpretation.....	35
4.1. Reliability of data collection Instrument.....	36
4.2. General information about the respondents.....	36
4.2.1 Gender of the respondents.....	36
4.2.2 Age of the respondents.....	36
4.2.3 Current position of the respondents.....	36
4.2.4 Year of served in the bank.....	36
4.3 Descriptive statistics.....	38
4.3.1. The major value and important of code of conduct.....	38

4.3.2 The manifestations of workplace ethics	48
4.3.3 The major types of unethical practice.....	55
CHAPTER FIVE.....	59
5. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....	59
5.1. Summary of Findings.....	59
5.2. Conclusion.....	61
5.3. Recommendations.....	62
Reference.....	64
Annex	70
APPENDICES.....	75

List of Tables

Table 4.1. List of participant.....	30
Table 4.2. Method of sampling	31
Table 4.3 Reliability Statistics.....	35
Table 4.4 Demographic characteristics	37
Table 4.5 Major values and important of code of conduct score.....	38
Table 4.5.1 Value and important of code of ethics mean score.....	46
Table 4.6 Descriptive Statistics of the manifestation of workplace ethics.....	48
Table 4.6.1 The manifestation of workplace ethics mean score.....	54
Table 4.7 Descriptive Statistics of major types of unethical practices.....	55
Table 4.7.1 Major types of unethical practice mean score.....	57

List of Figures

Figure 4.1 The value and important of code of ethics	47
Figure 4.2 The manifestations of workplace ethics.....	64
Figure 4.3 The major types of unethical practice	58

ABBREVIATIONS AND ACRONYMS

ATM	Automatic Teller Machine
BIB	Bunna International Bank
BOD	Board of Directors
CEO	Chief Executive Officer
ICT	Information Communication Technology
NBE	National Bank of Ethiopia
POS	Point of Sale
SPSS	Statistical Package for Social Science
STD	Standard Deviation

Abstract

Ethics is concerned with the code of values and principles that enables a person to choose between right and wrong. In recent past the banking industry banks have witnessed frauds, greed, poor internal controls etc has led to loss of trust and capital. These acts resulted from unethical behavior from employees and management. The focus of this study is to analyze ethics and professionalism in Ethiopian Bank specifically in Bunna International bank with a view of establishing the level of awareness of code of ethics. To meet this objective, a non probable sampling, purposive method was used. Data were collected both from primary and secondary sources. The primary data were collected from questioners received from employees of Bunna International bank in the head office. These officials are top management officers and senior staff members with total work experience of 10 to 20 years of bank experience. And Secondary source of data is from the Policy and Procedure Manual, website of Bunna International Bank. Finally, presentation and appraisal was illustrated in simple descriptive method.

The percentage method was adopted to analyze the data obtained and the response from the questionnaires was then presented using the Statistical package for Social Science (SPSS). The data obtained were then analyzed based on frequency of respondent's opinions. The evidence generated from this study reveals that many employees of the Bank are aware of the Code of Ethics and Professionalism in the Bank. It was also found that unethical behavior is responsible for distress in banks. The sanctions for unethical/unprofessional conducts appear to be too weak. I therefore recommend the need to promote greater awareness of Ethics and the Code of Ethics in Bunna International Bank, as this is the best way of promoting ethical behavior.

Key Words: Workplace Ethics, Code of Ethics, Professional integrity

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Just like other financial and credit institutions, banks have an important role in a country's economy, accounting for more than 80 per cent of the financial market. Banks try to perform a wide range of financial services to the best of their ability. Vysiniauskiene, kundrotas(2002)

Banks play multifarious roles which include acting as financial intermediary between the surplus generating units and the deficit spending ones. Business success depends on the ethics or morals of entrepreneurs and on the trust earned on that basis. Jasevičienė (2012)

Banks' activities are closely related to the confidence of the public, which is to a great extent driven by the degree of responsibility with which banks' management and employees treat clients, the competition and cooperate with one another. Another important factor is how honest and fair they are in performing their duties, whether they are reliable, principled, benevolent, loyal to the bank, work transparently, place the interests of the bank above their own. There are a lot of models designed to explain the way people make decisions and the factors that affect the degree of ethics. The stages of a person's moral development that one progresses through while seeking personal advancement and the judgments that one makes are addressed by Kohlberg's model of moral development (Pruskus, 2002).

Banks and financial markets are essential pillars of every advanced economy, and banking services are a key requirement for economic pillar development. The recent wave of problematic financial practices and scandals involving fraud, however, has caused serious economic damage and may threaten the stability and reputation of banks and the financial sector as a whole.

The banking experience shows that success is driven by high ethical standards when it comes to the quality of services, the culture of customer service, the management, and the qualifications of the staff and the appreciation of their work. Failure to abide by the norms of ethics and, in some cases, lack of business transparency was among the reasons that caused the global financial crisis, which has led to banking difficulties for some countries. Confidence in banks is a key to successful banking. Banks can only work well when the public trust them. Ensuring safety of banking activities is a challenging task indeed. It depends heavily both on the economic

condition of the country and, in the environment of an open economy, the tendencies of development of countries worldwide as well. The ongoing processes of global integration, internationalization, and the continuous financial innovations bring the possibilities to directly affect banking operations to a minimum. As a result, the solution of banks' problems depends on the attitude and confidence of market players. Among other things, the rating of confidence in banks greatly depends on skilled supervision. (Ailemen and Oluwanton (2015).

In recent years, ethical concerns in business have become complex because of the international and expanded nature of many large enterprises and because of the complexity of economic, social, global, natural, political, and legal and government regulations and environment.

The onus therefore lies on companies including banks to decide to constantly go by ethical principles or to adjust to local ethics and culture (Sullivan 2009: 19). This means that, ethics in business does not only try to come up with standards that employees must follow, but it also tries to motivate employees, managers and members of the board to reflect and make decisions in tandem of the values of the organization (Sullivan and Shkolnikov 2006).

According to Sikka (2008), "fraudulent financial practices seem to be part of an "enterprise culture" that persuades many to believe that "bending the rules" for personal gain is evidence of business acumen". This attitude has led to the distrusts of banks in Ethiopia, which brought about the desire to introduce a Code of Ethics and Professionalism in the industry to stop the detracting menace and also to sanitize the industry. Banks are not only expected to operate professionally but ethically so that the general public would have confidence in the system.

1.2. Statement of the problem

The fight against unethical comportment problems is painstaking and long-time taking which require changing attitudes, establishing transparent procedures, carrying out consistent trainings and holding employees accountable, strengthening the controlling system, and facilitating the active participation of employees. Hence, recognizing the multifaceted economic, social, political and environmental dangers of unethical employee in the financial sectors, the Ethiopian government and National Bank has implemented statewide strategies to halt the dangers of critical ethics tribulations.

The NBE Hence, the commission has been working aggressively to the level that corruption cannot be an impediment for development, good governance and democracy in the country. Thus, many preventive measures involving administrative, legal, social, economic and educative measures have been put in place to eliminate the threat of fraud. Despite all the actions put in place, however, unethical behaviors and corruption are still major challenges in the financial sectors eroding public trust on the bank. Employees are frequently seen indulging in unethical practices and corruption offenses.

Despite the importance of Code of Conduct and ethical integrity, most of the researches or unpublished studied.

However, there was no study made on the practice and problems of professional integrity specifically at Bunna Bank, but still this research only involve top management officers, the researcher believes there must be wider scope to the next researcher.

This therefore raised the need for further research in the field of the study in addition this will give insight for the researcher to fill the knowledge gap about ethics and professional integrity not only in Bunna Bank but also the rest of the banks.

1.3. Basic Research Questions

The point that why the bank employees have indulged in crimes of gross breaches of trust and good faith need to be studied to restore a measure of and integrity in financial institutions.

Therefore, this study tries to investigate and seek answers for the following questions:

1. What are the major values and importance of workplace ethics in Buna banks?
2. What are the manifestations of ethical behavior of employees in Buna banks?
3. What major types of unethical practices among employees of Buna Bank?

1.4. Objectives of the Study

14.1 General Objective

The general objective of the study was to assess the ethical challenges of employees in Bunn bank.

1.4.2 Specific Objectives:

The objective of this study is to test how code of ethics is effective in the wellbeing of the bank and how it helps to prevent fraud and other unethical behaviors. More specifically:

1. To identify the major values and importance of workplace ethics in Buna Banks.
2. To find out the manifestations of ethical behaviors in Buna Banks.
3. To identify the major types of unethical practices among employees of Buna Bank.

1.5. Significance of the Study

It is clear that problems relating unethical employees cannot be eliminated or even significantly reduced unless some altering trainings and remuneration subsists. Even so there might be some employees who try to misuse their power in the bank. Therefore preventive measures should be planned and implemented in sustained and effective manner. Hence, to bring the desired result, those preventive and curative measures must be boosted by research findings and alternative measures. Accordingly, by identifying the ethical challenges of bank industry employees in the bank sector, this study may have the following significance:

1. Contributing as source of research and knowledge regarding bank deception for researchers, Students and the bank employees at large.
2. Revealing bank employees perception towards ethics, accountability, transparency and service provision and to grab the attention of the bank authority as well as the government to act on the problem.

This scenario has created the desire to introduce and enforce strong Code of Ethics in BIB in addition to strengthening and enforcing rules and regulations to deal with the increasing number of frauds and unethical practices. “Banks are not only expected to operate professionally but ethically” so that the public would have confidence in the industry. Ethics would also play a great role to test if there is any distress in BIB and prevent the collapse of the Bank like what has happened in European countries some years back.

1.6. Limitation of the study

There might be limitation in finding available literature discussing the application in BIB.

Besides, limitation might be encountered in securing reliable information from respondents of the questionnaires that has been conducted

- During data collection some respondents are not willing to give detail information
- Lack of availability of secondary data especially the practice and problem of ethics in private bank
- Lack of sufficient materials from the bank

The researcher tried to solve this problem by creating friendly relationship and telling the respondents that their response will highly contribute to the future improvement of BIB.

1.7. Delimitation of the Study

To come with effective and better study, the study would be conducted on direct concern of directors and professional officers of BIB with the total amount of 50 respondents.

Therefore, the study is limited to BIB. The outcome of the research may not be conclusive for the whole private banks but is expected to come up with facts that may be true for many private banks.

1.8. Thesis structure

The study is organized in to five chapters. The first chapter gives general outline to the study. It deals with introduction, statement of the problem, research questions, objective of the study, significance of the study, limitation and scope of the study.

The second shows a theoretical and empirical literature review from previous studied documents on general concept of the study to identify the problem of ethics in BIB. Third chapter explores the methodology used in this research in order to achieve the required objectives and information gathered through the research work is presented.

Chapter four shows data analysis and interpretation and discussion of research result. The last chapter shows summary of findings and recommendation of research work.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Introduction

Ethics is a universally sensitive topic. The importance of ethical behavior in the financial sectors is especially important since business depends as much on reputation as on performance (Brickley et al, 2002). Banking sector, being an intermediary between the depositor and creditor must be more sensitive for the ethicality of its transactions. A respectable bank is expected to have honesty, integrity, social responsibility, accountability and fairness. Banks have to make choices in gray areas of ethics and under high levels of pressure that may damage reputation and may cause financial loss (Carse, 1999; Souter et al, 1994).

2.1.1 Banking

According Horace White a bank is defined as “a manufacture of credit and a machine for facilitating exchange.” A bank study in banking defines bank as: “Bank is a lawful organization, which accepts deposits that can be withdrawn on demand. It also lends money to individuals and business houses that need it.”

2.2. Overview of the study

2.2.1 History of Bunna International Bank

Bunna International Bank is a privately owned commercial company established in October 10, 2009. The head quartered Addis Ababa, 4killo. The Bank is emerging private Bank in Ethiopia, it has over 11000 share holders. It operates through a network of 190 branches, nine dedicated Forex Bureaus, 50 ATMs and 22 plus Point-of-Sale (POS) terminals spread across the length and breadth of the nation. It has established correspondent banking relationship with 464 banks covering 71countries and 175 cities across the world. It has more than 1,600 employees. The Bank works in partnership with prominent money transfer operators like Western Union, Money Gram, Express Money, Dahabshiil, TransFast, Ria, World remit & Kaah.

2.3. Definition

2.3.1. What is Ethics?

The word ethics is derived from the Greek word 'ethos', which means character. Ethics is a branch of philosophy that is concerned with human character & conduct. It is a discipline dealing with that which is good & bad with moral duty & obligation. Ethics is the embodiment of moral values, which describes, what is right & what is wrong in human behavior & what ought to be. Thus ethics refers to good character & morality and to generally accept human character & behavior considered as desirable by contemporary society. The same action or practice is viewed as ethical or unethical depending upon the school of moral thought to which one subscribes". Amith Menezes(2016)

The terms "moral" and "ethical" are often used interchangeably in society, but there is key distinction between the two concepts. "Morality is concerned with an individual's personal belief system, whereas ethics are more so comprised of society's expectations of acceptable behavior. Norms of acceptable ethical behavior are naturally formed in social environments including work situations. In these certain environments, individuals tend to adhere to these set standards of conduct and act in a similar way to their surrounding population. At work, employees also act in a similar way to their coworkers. New employees tend to act in the way that the other veteran employees deem as normal" (Jacqueline Karen Kott, 2012).

ICSI (2014) in its professional program paper has out lined that Ethics has the following six important features:

1. Ethics is a conception of right or wrong conduct. Ethics tells us when our behavior is moral and when it is immoral.
2. Ethics relates to the formalized principles derived from social values.
3. Ethical principles are universal in nature. They are important not only in business and politics but in every human Endeavour.
4. There exist no sharp boundaries between ethical and non-ethical. Therefore, people often face ethical dilemmas wherein a clear cut choice becomes very difficult.

5. The concepts of equity and justice are implicit in ethics. Fair and equitable treatment to all is its primary aim.
6. Ethics and legality of action do not necessarily coincide. The legality of actions and decisions does not necessarily make them ethical.

2.3.2. Profession and Professional?

Profession and Professional According to Ali (2005), professional ethics are the moral standards, principles and regulations that guide the course of professional behaviour. Professional ethics are both individual and institutional in nature and it can be learned during the course of study of the profession. Professional ethics also rely upon one's own personal sense of moral behaviour and judgment. It goes on to state that a professional strives to exceed the level of excellence required by law or commercial interests. Business professionalism isn't just about making money and impressing people. It also involves fundamental values of integrity, commitment and respect for oneself and the wider community. Idolohor (2010) points out that Professional ethics are the moral standards, principles, and regulations that guide the course of professional behaviour. Professional ethics are both individual and institutional in nature.

According to Sanusi (2003), the professional character has at least two components which are to master and practice the expertise of the profession to the highest level of competence the individual can manage. The external standards require minimum or adequate competence. The internal standards of a professional aspire to the highest possible level of competence. And a commitment to use these high levels of competence to serve others. In the first instance, the duty of service runs to the client, but it can run to fellow professionals, to others who stand in some relationship to the client. McDowell (2000) further points out that one can aspire to professional status, but achieving it depends on acceptance and admittance by others. This social acceptance proceeds through a series of steps which includes, being admitted to a professional school, passing the courses, which signifies that adequate competence in various "types and levels" of technical expertise has been attained, passing the state certification examination. Being licensed, and locating or establishing a position of employment or service within the profession.

2.3.3. What Are Workplace Ethics?

According to Heather Hunt (2012), workplace ethics are “standards of acceptable behavior on the job.” Ethics are “a set of rules by which to judge decisions and conduct in the workplace.”

Ethical conduct on the job requires “knowing what is right and wrong according to the established standards and consistently doing what the organization’s ethics policy requires.

Workplace ethics involves making honest and upstanding choices. Doing what is ethically right is often confused with what is easiest, quickest, or cheapest. Many business people in recent years have crossed the line for personal profit or because of misguided notions of organizational loyalty.” Ethics involve employees at all level of the organization. A firm that understands and is guided by ethical conduct on the job provides everyone in the organization with the same “moral compass” to follow in times of uncertainty, crisis, and competition.

2.4. Theoretical literature review

2.4.1. Views on Banking Ethics

In general approach, ethics is the study of morality, which examines the significance and objectives and establishes moral norms moral evaluation criteria. Key terms include ethical morality, kindness, conscientiousness, evil, freedom, happiness, love and virtue (Božović, 2007).

Banking ethics is a particular form of economic ethics, is the body of rules and moral norms covering the conduct of banking employees (business banking), both individually and collectively.

Banking ethics rules, being highlighted as a separate class, have long evolved with the development of financial activities, which in time became banking.

Many experts believe that the banking ethics is a form of professional ethics in the field of finance, which exists along with the universal principles of morality and is characterized by specific norms of human behavior in its specific activity.

The banking ethics are two levels of manifestation:

- *Corporate banking ethics*, that is, a set of ethical standards of conduct of the bank as a legal entity;
- *Bank etiquette* - rules of conduct bank employee.

Depending on the scope can be distinguished two forms of banking ethics: internal and external.

Internal banking ethics contains rules of conduct between bank managers, shareholders and employees. This type of ethics is designed to create a favorable psychological climate and cultivation of the spirit of cooperation in the banks, avoiding and resolving internal conflicts and prevent domestic bank fraud.

External banking ethics governs the conduct of bank managers and employees with business representatives of the bank. It meant to create a positive image of banking institutions, fostering collaboration, avoidance and resolution of external conflicts of banks. (Annals economics, 14(1) 2014,

Companies do have ethical responsibility and are not protected by limited liability from the consequences of their actions. A company's record and the perception of its ethics affect its reputation and ensure long term success or failure. The financial community has a history of placing moral considerations above legal or opportunistic expedients. But we are often exposed to moral dangers and the dangers of contamination are increasing. Deregulation and the technological revolution are sharpening ethical conflicts. Bankers' role is one of stewardship based on trust. Valentina Fetiniuc, Ivan Luchian (2014)

2.4.2. The Basic Ethical Principles in Banking

- Principle of Mutual Trust is of special importance for successful functioning of the business system. Important and valuable deals are very often contracted over the phone, in the absence of witnesses, while the relationship between the participants is dominated by the inviolable principle of mutual trust.
- Principle of Mutual Benefit and Interest means that none of the partners in a business relationship should feel cheated;
- Principle of Good Intentions is very important for business ethics and moral behavior. This principle means that there is no intention to treat the business partner in an immoral way, whether it refers to deception, theft or some other undesirable way of treating a business partner;
- Principle of Business Compromise and Business Tolerance refers to the harmonization of the conflicting interests of participants in the business process;

- Principle of ethical improvement of business behavior represents the business partner's readiness to accept the mistake that has been made as a result of his own actions. He should admit the mistakes and respond in an appropriate way;
- Principle of Demonopolization of One's Own Position, because monopolistic behavior on the market does not contain any ethical market value;
- Principle of Conflict between One's Own Interests refers to the inability to relate common to personal interests, with simultaneous adherence to the same ethical values. Amith Menezes(2016)

2.4.3. Professionalism in Ethics

According to Yidawi (2005), Professional ethics are the moral standards, principles and regulations that guide the course of professional behavior. Some examples of professions with established professional ethics include law, medicine, banking, teaching, and advertisers. Professional ethics are both individual and institutional in nature. Professional ethics can be learned during the course of study of the profession. Professional ethics also rely upon one's own personal sense of moral behavior, applying their skills and making judgment. It is essential that professionals continue to evaluate and learn about ethical issues in their respective fields consistently, as professional ethics change in light of new technologies. Professional ethics is the norms required by the moral point of view for the kind of work that professionals do, that is, an ideal rational ethic. It means the second common norms actually followed by most professionals. An ethic exists to the extent that professions regard such practices as morally obligatory. It is also a common element of codes of professional associations. Many such codes exist, but they do not always conform either to rational norms or actual practices. McDowell (1991) pointed out that one can aspire to professional status, but achieving it depends on acceptance and admittance by others. He further indicated that to qualify as a professional, there must be an internal dimension of acquiring the character of a professional, as a matter of individual choice and commitment. In other words, professional ethics isn't just about the acquisition of certificates but also about practicing the moral aspect of professionalism.

2.4.4 Written Code of Ethics

In almost all Department offices and branch gates of Bunna international Bank, there are billboards showing the Vision and Mission statements of the Bank. The Bank publishes its values on its book of agenda which is mainly for customer purpose but the Bank has no well-written code of ethics that link employees with standards of professional conduct. By code of Ethics we are referring to “the principles and expectations governing the behavior of individuals and organization in the conduct of internal auditing, It describes the minimum requirements for conduct, and behavioral expectations rather than specific activities" (www.globalethics.org).

According to ICSI (2003), code of Ethics is a “corporate code of conduct that helps its members to promote high standards of ethics and practice. It makes them aware of ethical dilemmas and by adhering to these code of conduct, business people can observe elevated standards of conduct and personal integrity so as to win the trust and confidence of the stakeholders. It should reflect top managements’ desire for compliance with the values, rules, and policies that support an ethical climate. The development of a code of ethics should involve the board of directors, president and chief executive officers who will be presenting the code. Legal staff should also be called on to ensure that the code has assessed key areas of risk correctly and that it provides buffers for potential legal problems.” The document further outlines “corporate code of ethics often contains six core values or principles in addition to more detailed descriptions and examples of appropriate conduct. The six values that are desirable for codes of ethics include:

- (1) Trustworthiness,
- (2) Respect,
- (3) Responsibility,
- (4) Fairness,
- (5) Caring, and
- (6) Citizenship".

Schuler (1996) relates issues of ethical standards to Human Resource Management (HRM). Schuler recommends that clear policy statements spell out the type of behavior that is ethical and unethical. Richards (1998) strengthen Schuler's recommendation by stating “companies need to have a clear code of ethics document”.

In his article “Put it in writing: Your business has ethics” Jeff Wuorio (2013) underlines among others ethics codes should be “posted internally” and there should be a reporting system. The article further emphasizes further to having written code of ethics, we must have someone to follow-up and enforce it.

2.4.5. Professional Codes of Ethics

Baker (1999) reported that Thomas Percival (1740-1804) of Manchester, England first proposed code of ethics for Physicians and Surgeons in 1794. This was enlarged in 1803 using such expressions as professional ethics and medical ethics. This proposal coincided with a code of medical ethics in America such as the Boston Medical Society code of 1808. Since then, codes have gradually displaced the ethics of honor. Today, a formal code of ethics is the hallmark of professionalism for professionals everywhere.

According to Yiwadi (2005), Codes of ethics are sometimes seen as controversial documents. Most Codes of Ethics in the banking industry worldwide try to cover important and fundamental aspects of principles and professionalism for their members. The Irish Bankers’ Federation (IBF) has general principles as integrity, confidentiality, professionalism and compliance. The Code of Ethics of the Australian Institute of Banking & Finance (AIBF) touches on abiding by the law, integrity of records, free competition, misappropriations, conflict of interest, customer privacy and employer information, insider information, improper payments, gifts, entertainment and social responsibility. Meanwhile, the Code of Ethics and Professionalism in the Banking and Finance Industry in Ethiopia on the other hand cover areas like conflict of interests, abuse of trust/office, full disclosure, misuse of information, insider abuse, offer and acceptance of gratification, non-conformity with standards and guidelines, association with doubtful persons, and aiding and abetting improper employment. All these areas oppose the poor banking practices in Ethiopia and attempt to solve these problems which can only be achieved when they are put into practice.

The Ethics Resource Centre (2003) has pointed out that codes of ethics should not only be developed but its development must just be the beginning of a general procedure of meeting the needs for the effectual communication of organizational ethics benchmark. The objectives include: ensuring that every employee receives a copy of, or has ready access to, the code; that every employee understands a personal responsibility to abide by the provisions and standards laid out in the code; that the organization's commitment to the code is unambiguous and clear to every employee; and that employees are exposed to abundant examples of the code's utility, and how common questions about its intent and application have been resolved. Furthermore, the development of this code has the additional merit of being preceded by serious discussions, which, in turn, improve understanding and commitment to the principles that have been agreed. The codification of ethical practices was necessary to bring about ethical awareness amongst Ethiopian bankers as well as provide guidance in cases of complex situations. This will also assist in redeeming the image of Ethiopian bankers, which has been badly battered in the public opinion.

Mount (1990) and Kultgen (1988) have said that the apparent function of codes is moral, and that the codes should be simple and reasonable to a wide audience. This is because codes are instruments for persuasion both of members of the profession and the public. It should enhance the sense of communion among members, of belonging to a group with common values and common mission. Francis (2000) also advised that codes of ethics might be distributed through company booklets, annual reports and induction, and training programs.

According to McDowell (1991) ethical codes enable definition of the limits of what constitutes acceptable or unacceptable behavior, and provide a mechanism for communicating professional ethics policy. Nowell-Smith (1954) pointed out that "it is enough to have known the general, unchanging rules; we must also have known how to apply them and it is this reason that moral rules, like the law, cannot be codified at all.

2.5. The Concept of Bank Ethics and Professionalism

Ethics can be referred to well-founded standards of right and wrong that prescribe what humans ought to do, usually in terms of rights, obligations, benefits to society, fairness, or specific virtues. Ethics, for example, refers to those standards that impose the reasonable obligations to refrain from stealing and fraud. Ethical standards also include those that enjoin virtues of

honesty, compassion, and loyalty, as well as, standards relating to rights, such as the right to life, the right to freedom from injury, and the right to privacy (Aron, 2005). Ethics can also refer to the study and development of one's ethical standards. As mentioned above, feelings, laws, and social norms can deviate from what is ethical. So, it is necessary to constantly examine one's standards to ensure that they are reasonable and well-founded. Ethics also means the continuous effort of studying our own moral beliefs and our moral conduct, and striving to ensure that we, and the institutions we help to shape, live up to standards that are reasonable and solidly-based (Aron, 2005). According to Aron (2006), ethical code is adopted by an organization or company like a bank to set out general principles about the organization's belief on matters such as quality, privacy, mission or the environment. The ethical issue involved here is concerned with principles and values that are imbedded, either implicitly or explicitly to guide behavior of bankers. The issue of code of ethics and professionalism is of great importance to bankers and the general public. Considering the requirements of banks for protection of the rights and interests of innumerable depositors, establishment of stability and confidence in financial markets and economic development, it is very paramount for banks to also ethically pursue their operations in compliance with the principles of integrity, impartiality, reliability, transparency, social responsibility and controlling of money laundering (Carse, 1999). These concepts have been variously defined to fit the situations of various professions under consideration. However, efforts are made in this study to narrow down the various definitions to banking sector. "Ethics is often referred to standards of conduct, standards that indicate how one should behave on moral duties and virtues, which themselves are derived from principles of right and wrong. According to Baker (1999), Codes of Ethics in the banking industry worldwide cover important and fundamental aspects of principles and professionalism for their member. A formal code of ethics is the hallmark of professionalism everywhere. Also, Professionalism from professional ethics is the moral standards, principles and regulations that guide the course of professional behavior.

2.5.1. Why to study Ethics

Cleveland (1997) wrote the important roles (1994) writes, "We must recognize the impact and importance of unethical behavior to destroy public respect "We must work to ensure that our organization has code will provide member with a clear understanding of what is right and wrong."

(ICSI, 2003) writes "Ethics is necessary and important in business social contract between the society and business by which the society expects the business to work in its interest". ICSI has mentioned some ethical issues in finance like; reimbursements, insider trading, misleading financial analysis etc. explained," that ethics involve more than oneself, ethics is about how the res affect the consumer and provider equally. Ethics has a great deal to do with the overall total quality of an organization".

There are ethical issues commonly faced by HRM that we have to know and deal with as mentioned by ICSI. These include; "discrimination issues, i.e., discrimination on the bases of age, gender, race, religion, disabilities etc., sexual harassment, affirmative Action, issues surrounding the representation of employees and the democratization of the workplace and trade unionization, Issues affecting the privacy of the employee: workplace surveillance, drug testing, etc, discrimination of whistle-blowers, Issues relating to the fairness of the employment contract and the balance of power between the employer and employee, occupational safety and health issues" etc.

2.5.2 Ethics Programs

ICSI in its professional program paper outlines that "a company must have an effective ethics program to ensure that all employees understand organizational values and comply with the policies and codes of conduct that create its ethical climate". According to ICSI two types of ethics program can be created and they can be adopted simultaneously. These are;

- Compliance Orientation Program: A compliance orientation creates order by requiring that employees comply with and commit to the required conduct. It uses legal terms, statutes, and contracts that teach employees the rules and penalties for non-compliance.
- Values Orientation: Values Orientation strives to develop shared values. Although penalties are attached, the focus is more on an abstract core of ideals such as respect and responsibility.

Instead of relying on coercion, the company's values are seen as something to which people willingly aspire.

Frank Navran(1997) outlined 12 best elements of ethics program they are: Vision Statement, Value statements, organizational code of ethics, ethics officer, ethics committee, ethics communication strategy,

ethics training, ethics helpline, measurement and rewards, monitoring and tracking system, periodic evaluation and ethical leadership. According to *Frank* these practices can ensure that an “organization is doing nothing to encourage good people to do bad things.” "A major step in developing an effective ethics program would be to implement a training program and communication system to train educate and communicate employees about the firm’s ethical standards" (ICSI, 2003).

Other researchers consider the principles and orientation guiding a corporate ethics program.

Jackson (1997) focuses on global corporate ethics programs and using corporate examples and lessons learned suggests six guiding principles for creating a global ethics plan: Create a cosmopolitan ethical culture, use the ethics program to treat managerial causes of misconduct, internationalize the code as appropriate to the industry, seek new ways to communicate the code, focus on the host’s laws/customs and human rights, accept an opponents’ reasonable position on controversial issues, and encourage “spirit of the law.” Weaver and Trevino (1999) divide ethics programs into two orientations: compliance-oriented (i.e. emphasizing control/discipline) and values-oriented (i.e. emphasizing values/counseling).

2.6. Empirical Studies on Ethical Behavior

In their research paper under the title “Ethical Behavior in Organizations: A Literature review, Marmat Geeta, Jain Pooja and Mishra PN) (2016) have stated that “Ethical behavior has become rampant remedy to be succeeded in business by pretending that it has unique characteristic.”

After reviewing available literatures on ethical behavior, they have categorized them into “individual, organizational and external factors”. According to the paper, individual factor is the most important in behavior and “can be taken as unit of any ethical decision making”.

While “organizational factors are the factors which are external to the individual and exist in the work environment of the individual and directly or indirectly influence individual in their ethical behavior.” Among them are “code of ethics, ethics training, rewarding system, climate, structure etc.” are very important ones.

Factors like “competition, influence of stakeholders and regulation system” are mentioned as external to the individual and the organization because individuals and organization have no control over these factors.

2.6.1. Ethics Training

Training in ethics “seeks to help people understand the ethical aspects of decision making and to incorporate high ethical standards into their daily behavior.” In a study conducted in U.K, employees were asked whether they had been aware of actual misconduct by their employer or colleagues. Only 20% of full-time employees answered “Yes” to this question (NBE, 2012) suggesting the need to clear guidance and awareness creation.

As explained by Heather Hunt (2012), “many organizations train their supervisors and managers on employee ethics. While it is imperative for those individuals to have a thorough understanding of ethics policies and codes of conduct, training for all employees will increase the likelihood that the policy and code are followed company wide. Employees need the benefit of ethical training so that they, too, can meet the standards set by the organization’s policies and codes of conduct. Here are several more business and professional reasons why company-wide training on ethics enhances your organization’s culture—and bottom line.”

On the other hand ICSI (2003) writes "If ethics training is to be effective, it must start with a foundation, a code of ethics, and a procedure for airing ethical concerns, line and staff involvements, and executive priorities on ethics that are communicated to employees".

2.6.2. Ethical Leadership

“For a high-quality leadership, it is imperative that leaders should be strong enough in their ethical behavior in day-to-day business matters” (Ciulla, 1995, Kodish 2006). According to Aristotle, leadership is above the skills, above the awareness of assumptions, and beyond the diagnostic ability. “It is the aptitude of the followers to handle the situation ethically and productively depending upon their knowledge, skills, expertise, experience, sensitivity, and insight vision. So, leadership is the perception of the world with a broader visionary fertility of mind.” Bass and Steidlmeier (1999) adopt this explanation and say that, the leaders may or may not be strong enough in their decision making power. They suggest that this “decision making power can make them affective or ineffective. Besides this, ethical leaders have strong ethical norms and values, supportive character for themselves and others, which are intensely surrounded by a broad vision.”

Ladkin (2008) considers that leading skillfully has three dominant attributes; “visionary” in recognizing them self and the situations, “consistency” similarity among himself and other's ideas and communication, and “rationality” achievement of goals. Ladkin (2008) finds out that leading skillfully “engages in recreation of the ethical aspects of a leader's efforts” and point outs whether the leader's purpose fits with the full awareness of the human atmosphere.

Kanungo (2001) mentions that “ethical leader's behavior is sometime connected with the welfare of the others and in the meanwhile, they engage in acts and behaviors that benefit others and at the same time, their behavior can be the source of any spoil to others.” The researchers of leadership normally sketch features and distinctiveness that relate to “good quality leadership”.

“The major distinguishing feature of ethical leadership is its stress on characterized moral perception, moral judgment, moral management, and moral impression” (Brown and Trevino, 2006; Walumbwa et al., 2008). “Ethical leadership is mostly related with self actualization, moral relationship, moral perception, and unbiased dealing” (Gardner et al., 2005; Walumbwa et al., 2008).

2.6.3. Ethics and Employee Performance

Employee performance is very important element for the success of any organization. But organizations' destiny can't be decided by the performance of one or two employees. The organization's performance is the shared and sum total effort of all of its employees.

“Performance is the key multi character factor intended to attain outcomes which has a major connection with planned objectives of the organization” (Mwita. 2000). The leaders and the employees of an organization are all expected to perform to the maximum of their capabilities to achieve organizational goals and objectives.

The organizations have also some expectations from their leaders and employees. So, in many situations the employees try to fulfill these expectations, but in some cases, they are dependent on their bosses or the management for proper guideline. Therefore, “employees must be trained so well to show performance by accomplishing their tasks and responsibilities artistically.” “An efficient leadership plan can be a strong weapon for support to assist in discovering and polishing leadership characteristics between the employees of the organization.”

Studies have shown that ethics affect employee performance in various ways. General Electric Engineers conducted survey on a factory and divided the factory into two groups (Hawthorne Studies). One group was given good working environment and monetary benefits and the other group was denied the two things but was given their favorite to work with. It was finally noted that workers who were given work with their favorites were happier and satisfied than those who were just given salary and good working environment. So the conclusion follows that a worker likes to be respected and give respect to co-workers, management and customer of the organization.

“Although money is an important stimulant for work, if the worker is not given respect and honor he/she would leave the job and reject monetary incentives. In work place if workers get a feeling of discrimination they lose interest in jobs. Absenteeism rises and worker do not come up to the expectations of the company. They reflect their dissatisfaction on co-workers and customers and thereby affecting company's performance.” According to Grant and Hoover (1994), "Ethics are closely tied to culture of an area, and as culture differs from place to place, ethics may also differ". This would also be true for banking services. Even ethics of one Department may differ from that of the other.

Employees deserve to work in an environment that makes them feel comfortable and productive. Just like other duties, employee must know what is expected of them in relation to conduct and ethics. "Department leaders also must create an environment that makes it possible for Department members to bring their mistakes out in the open instead of trying to hide them" (Marinucci, 1992).

A company can't expect employees to maintain a high level of ethical behavior if they have no clear guidelines to be guided by. "Having a written policy helps to create this atmosphere and makes members aware of the kinds of behaviors expected of them in specific situations, the repercussions that can occur when they do not meet the expectations and the manner in which the Department will handle infractions". (Marinucci, 1992). According to Steffens, we must recognize the impact & importance of ethics and the potential for un-ethical behavior to destroy any public respect that the profession may still have. He stressed we must work to ensure that our organization has a clear and written ethical code which will give employees a clear understanding of what is right or wrong (Steffens, 1994).

In a study conducted on 100 successful corporation in USA, it was found that each companies had a written code of ethics and it was made understood by all employees and was an integral part of each company's corporate culture (Business Roundtable 1988). Another research conducted by Shea (1988) has also shown that a consistent pattern of ethical conduct among managers and within the organization helps solve many problems and contributes to high performance.

Code of ethics would provide important tools that employees could use to make right decisions and the concept Total Quality Management (TQM) is all about making the right decisions and satisfying customers. "Ethics involve more than one self. Ethics is about how the results of our decision affect the customer and the service provider equally. Ethics has a great deal to do the overall total quality of an organization (Dr. George Thomas, 2003).

Some of our organizations both public and private duplicate written codes from different countries. It is also common to see organizations of varying nature use similar code of ethics. But according to Grant and Hoover (1994), "Ethics are closely tied to culture of an area and as culture differs from place to place, ethics may also differ.

Strong ethical culture improves employee behavior. Getting employees' ideas and getting their involvement is not an option anymore. If our workforce is going to be competitive, it's mandatory to involve the minds, hands, and ideas from everyone in the organization." This is particularly true with the Banking business of today. "A strong ethics program can bring in many concrete benefits for an organization, from increasing customer satisfaction, to improving employee morale, to conserving resources and saving costs. "

2.6.4 Application of Ethics to Banks' staff

Conceptually a Bank is known as a financial institution, which serves as a financial intermediary among various components of our society. As was shown in the previous sections of this paper, the primary task of a Bank is to accept deposits and provide credits either by lending or through capital market. "A Bank is a financial establishment which uses money deposited by customers for investment, pays it out when required, makes loans at interest" – Oxford Dictionary (2008).

On the basis of the definitions given at various sections of the paper, Bank is a institution which deals with money. Each Bank performs various functions like money lending, accepting

deposits, transferring of money, facilitation of import export business, e-payment, management of foreign exchange etc.

All those activities are closely related to the confidence of the public, which is to a great extent driven by the degree of responsibility with which Banks' management and employees treat clients, the competition and cooperate with one another. Green (1989) revealed that a "Bank's responsibility extends to Government, customers, shareholders, staff, and the community.

Companies do have ethical responsibility, but it is not protected by limited liability from the consequences of their actions. A company's record and the perception of its ethics affect its reputation and ensure long-term success or failure." Further, he concluded that as we face increasingly complex and conflicting issues, our commitment to ethical behavior would be tested.

"The fact that Banks, as organizations which fulfill investment and saving functions by playing an integrating and intermediary role between the fund-supplying and fund-demanding parties of the society, have also adopted profitability and productivity principles, obliges them to stick to ethical principles during their operations in both professional and corporate domains. If we want to realize our general objectives of growing our banking system, raising the banks' service quality, using the resources most appropriately, and preventing unfair competition between banks; we have to formulate and regulate the relations of the banks with each other and with other organizations as well as their relations with their customers, shareholders and employees in line with ethical principles". (The Banks Association of Turkey, 2010)

"The image and reputation of a Bank as well as people's confidence in the bank depend heavily on the behavior of its employees, their ability to interact with and show attention to their coworkers and clients." The Human Resources Policy of Bunna International Bank contains many tips and requirements for the staff. An employee must seek the right decision both for the client and the bank, and try not to make irresponsible promises that may not be fulfilled. "Interaction while maintaining eye-contact with the person you are talking to is a very important principle of social behavior." "Probably the most important thing that is missing in interaction is the ability to listen, defer challenging another person's opinion, try finding positive aspects, look for a compromise, see and appraise both what is good and bad. One way to develop communication skills is to attend special training courses at banks.

The exterior image of the employee – the way they are dressed, how tidy their workplace is – is very important. The management of the banks that hold licenses issued by the Bank of Lithuania and a foreign bank branch have been surveyed anonymously, without disclosing the names of the banks in this paper, about their priorities for the existing employees and new staff members to be recruited.

They were asked to rank (on a 100-point scale) the following qualities of employees pertaining to ethics: professionalism and competences; honesty and thoroughness; transparency and accuracy while maintaining bank secrecy; possession of views and criticism; ability to communicate, conflict avoidance; fairness very much similar" (Filomena Jasevičienė, 2012).

“What does Code of Ethics mean to Bank of America? It means that individually we each uphold a commitment to our company’s Core Values as guides for our daily conduct; and as a team we act with a shared ethical responsibility to always do the right thing.” (Ric Struthers, President, Global Card Services, 2014).

2.6.5. Why Ethics and Professionalism in Banking?

According to The Chartered Institute of Bankers- Ghana (CIBG, 2006; 2013), the collapse of banks and the grinding to a halt of economic systems had been attributed partly to the deterioration of human basic values, notably integrity, honesty and loyalty. The need for ethics in banking stems from the critical importance of banking to the economy. Banking is essentially a service business of intermediation. Of necessity banks mobilize funds from the public at large to perform this role. Consequently, banking is built on trust and confidence which can be easily eroded by unethical practices and it is for this reason that banking is the most regulated industry in the economy, be it market or command economy. Every bank derives its ethical values from a combination of corporate and professional ethics. While corporate ethics are derived from organization’s own values and culture (i.e. standard banking industry practice), professional or occupational ethics are for members (individual or corporate). Bankers are expected to exhibit integrity, accountability and transparency in conducting banking business. The consequence of non-compliance would only bring the profession into disrepute.

The Chartered Institute of Bankers (2006; 2013) Code of Banking Practice had long recognized the need to uphold integrity of the Banking Profession. Ethical behavior is concerned with the respect and promotion of the interests of all involved in any interpersonal interaction and ethical

behavior revolves round three elements (i) The good, (ii) The persons (self) and (iii) The others). The objectives of the code are to: i) prevent the development of unethical practices within the banking profession (ii) harmonize the concepts of social responsibility and (iii) promote honor and integrity in banking professional practice (CIBG, 2006; 2013) The Institute of Bankers code of business conduct covers the areas of conflict of interest, insider trading, money laundering, soliciting gifts, and corruption. A conflict of interest has been explained whenever members place themselves in a position where their personal interests or duties to other persons are liable to conflict with their duties to the bank. Insider information has also been referred to as material non-public information that may have either negative or positive impact on business or personal decisions. Money laundering is concealing the transformation of profits from illegal activities and corruption into ostensibly “legitimate asset”. Corruption is the abuse of office for private gains. It encompasses; patronage, nepotism, theft of corporate assets including the stealing of corporate revenue. Corruption is also seen as wrong doing by those in special position of trust. It also applies to self-benefitting conduct by board of directors, bank executive teams and other staff who render services to clients or customers (CIBG, 2006;2013).

In pursuance of its mandate, the CIBG (2006; 2013) issued a code of Banking Practice which sought to promote professionalism and high ethical standards in the conduct of banking business. The highlights of the Code include:

- Banks and bankers will operate within the legal framework.
- Banks and bankers will follow the best professional practice in the global industry. • Banks will always place their depositors’ interest before all others.
- Banks will always meet their commitments. Such commitments will not be lightly given and should never be broken.
- Banks will repay depositors at maturity on the agreed terms.
- Banks will meet their trade engagements.
- Banks will meet delivery on their trading contracts at maturity at agreed rates.
- Banks will always lend on agreed terms.

- Banks will deal only with respectable parties. They will take all reasonable steps to establish that all parties they deal with are bona-fide. Individual bankers should not ask for, nor even accept, any form of gratification, either in cash or in kind, for performing their normal services.
- Banks should not pay brokerage to members of their staff.
- Banks and employees will follow only the best professional practice in their recruitment and employment policies.
- Banks should not undermine other banks' stability in the process of marketing so that competition is healthy.

Undoubtedly, the above Code emphasizes compliance with applicable banking laws, professionalism, honoring of commitments, fairness to customers and healthy competition.

2.6.6. Unethical Practices/Unprofessional Conduct in Banks

According to the Regulatory Laws on Code of Ethics in Banking and Finance Industry dated 26th November, 2012 and the Code of Banking Practice published in May, 2004 by Australian Banker's Association [ABA], there are a lot of immoral and unethical practices in the banking industry, which is not peculiar to Ethiopia banking industry alone, and as such conducts are classified unprofessional and unethical including, but not limited to the following issues. The issue of conflicts of Interests, involving engaging in extraneous activities which compete with or constrain a bank's primary responsibility; abuse of trust/office, involving abuse of position and taking advantage of the institution to enrich oneself, and the like. Also, lack of full disclosure such as, non-disclosure to relevant authorities in dealing with other players and customers in the market place; underestimating the volume of deposits in order to evade insurance premium, and the sidelining of vital prudential guidelines. There is also the issue of misuse of Information, (manipulation or non-disclosure of material information on reports supplied to Regulatory Authorities, in order to derive some benefit or avoid liability, etc). There is insider abuse syndrome (meeting re-capitalization requirement other than by actual injection of fresh/genuine funds, improper granting of loans to directors, insiders and political interests, insiders' conversion of bank's resources to purposes other than business interest, granting of unsecured credit facilities to directors in contravention of the provisions of Banks and Other Financial Institutions Act (BOFIA, 1991), granting of interest waivers on non-performing insider credit

without CBN's prior approval as required by BOFIA, 1991, diversion of Bank earnings Through the use of subsidiaries or "secret accounts" to deny the bank of legitimate earnings]. Another is offer and acceptance of gratification to/by the regulator as an inducement to waive the imposition of penalties arising from failure to comply with laws or regulations, applying uneven standards/imposing unfair penalties by the regulator with the intention to induce gratification, offering/acceptance of gratification to/from customers and potential customers to do business, and aiding a customer to evade Tariffs and Taxes and to make unwarranted earnings.

(Code Of Ethics In Banking And Finance)

2.6.7. What Bunna International Bank Documents says about Ethics

In its corporate mission statement, the Bank signifies its intent of "providing efficient and customer focused domestics and international banking services". In the core values of the Bank and statements included in the Human Resource Manual as a 'code of ethics', some important element of ethics like confidentiality, honesty, reliability, password related issues etc are mentioned with corresponding penalties for failure to obey them. Issues like prudent lending, fair allocation of foreign currency to customers, the consequence of involving in activities like taking bribes, exaggerating value of building on engineering estimation for personal gain purpose are all strictly prohibited and are documented in the form of Policy and Procedure Manual to be used by the corresponding work units of the Bank.

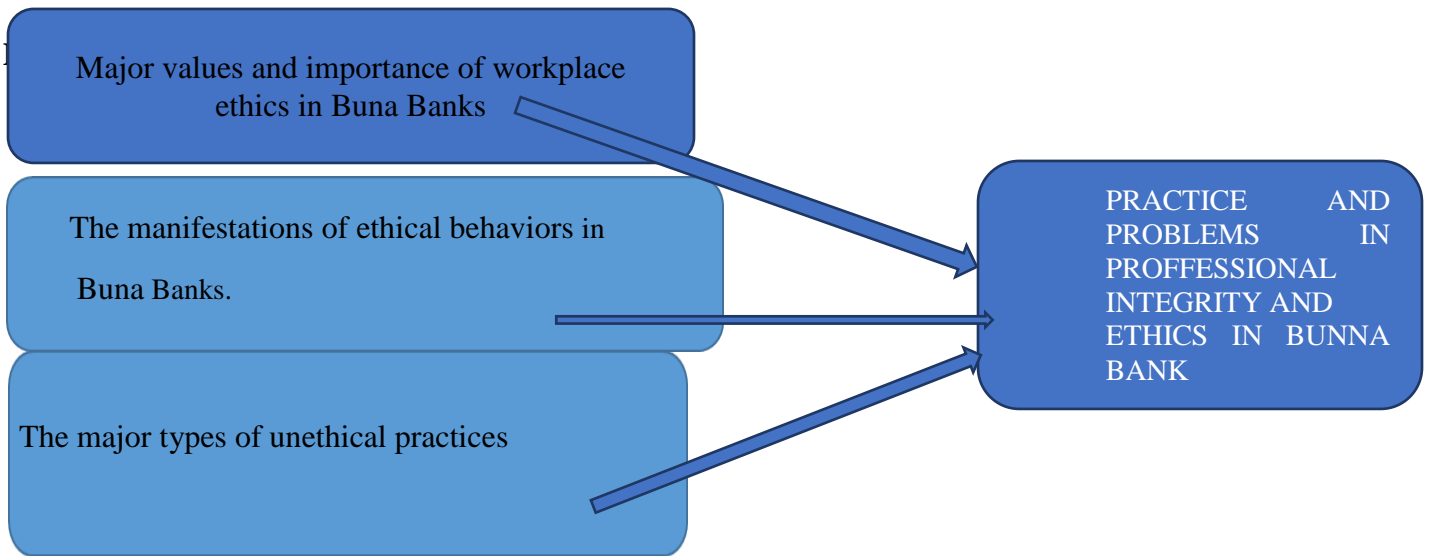
2.7. Conceptual Framework

This conceptual model is used as a means of discussing the practice and problems in professional integrity and ethics in the bank in the case of Bunna International bank. The conceptual framework is used in creation of the theoretical and empirical research, survey and questionnaires that has been conducted in the study, and also it is used in discussion of the results of the survey and the interviews. This model has also provide a means of analyzing the outcomes in terms of the existing literature and comparison of the findings to what have been identified as the most important practice in conduct of Ethics. The conceptual framework, however, is descriptive of the expected findings of the research. When evaluating the practice and problems of professional ethics in Bunna International bank, the researcher took three dependent variables or components that must be considered as essential tools for the study. Thus, the researcher made

components as: the values and importance of workplace ethics, the manifestations of ethical behaviors and the major types of unethical practices as one of the major variables of practice and problems of professional ethics.

Conceptual framework

Independent variable



CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

This chapter describes the research study design and process, the data collection methods and the data analysis techniques. Research designs are procedures for collecting, analyzing, and reporting research in quantitative and qualitative research (Creswell, 2012). The research uses triangulation that combines both qualitative and quantitative methods to achieve research objectives. According to Creswell, research methodology refers to the procedural framework within which the research is conducted. Hence, it refers not only the research methods but also consider the logic behind the methods the researcher uses in the context of his research conduct and explains why he is using a particular method or technique and why he is not using others so that research results are capable of being evaluated either by the researcher himself or by others (Creswell, 2012).

Under this section issues related to the research design, the sources of data and collection methods, the sampling technique, data analysis and ways of disseminating the result shall be addressed.

3.2 Research Design

Research design is described as a plan, structure of investigation conceived so as to obtain answers to research questions. (Dev.vos, 2002)

However this research work is descriptive type of research intends to show the practice and problems of professional integrity and ethics in private bank: in the case of BIB.

According to Kothari (1985) descriptive research is one of the most widely used method in social science research. It is used to obtain information concerning the current status of the phenomena to describe “what exist” with respect to variables identified by the researcher or conditions in a situation. It also provides the number of times something occurs, frequency, lend itself to statistical calculations such as the average number of occurrence or central tendency. In other

words, it is mainly deals with the “description of state of affairs as it is at present (Kumar,2008) and there is no control over variables in descriptive research.

3.3. Research Approach

Regarding the nature of the research questions that can be address in this study and in order to achieve the stated objectives, quantitative research approach was used.

Quantitative approach aspects which focused up on the data with numeric nature were selected to address the research objectives that aimed to assess the existing problems.

3.4. Sample Design

According to Kothari (2004) a sample design is a definite plan for obtaining a sample from a given population. It refers to a technique or the procedure, the research would adopt in selecting items for the sample. It includes the population the population of the study, sample frame, sample size and sampling unit for the study area.

3.4.1. Study and target population

“The population is a census of all the elements or subjects of interest and may be finite or infinite” (Asika, 1991). “The full set of cases from which the sample is taken is called the population” (Saunders et al: 1997).

A research population is generally a large number of collections of individuals or subjects that is the main focus of a scientific query.

This is the total number of people meeting the criteria to be surveyed from which the target group is selected. Given the matter of interest in this research, our focus is on professionals that meet a certain criteria. Respondents had to be professionals working on top level working in BIB at the time of the data collection in order to be considered.

The population in this study comprised of employees working in various positions at the Head office of BIB. There are 180 Branches having more than 1,300 employees, as per the data compiled as of January 30 2019. The entire population is too large to be included in the study. It is therefore imperative that a sample of the population must be taken for the purpose of this research.

The study and target population are BIB top management officers which are working at the head office with the total amount of 60 and 50 respectively.

3.4.2. Sampling frame and unit

Sampling frame is a list or a set of directions for identifying all elements in a study population. (Kothari, 2004). Sampling unit of the study is 50 individuals as shown below.

Table 4.1. List of participant

S.No	Participant	Number at the head office
1	Executives	1
2	Directors	10
3	Division head managers	13
4	Team leader	3
5	Managers	4
6	Below team leader	7
7	Others (senior inspectors, auditors)	12
Total		50

Source: field survey (2019)

3.4.3. Sample size

According to human resource department of BIB, this study has a population of size 60 bankers, target population 50 bankers chosen purposely (on own judgment) with special consideration of their authority and total year of experience in the industry.

Out of 50 questionnaires distributed, 40 responses were received from respondents representing about 85% response rate. This is quite representative and the outcome is a valid representation of Bunna International Bank.

3.5. Sampling method

Sampling techniques provide a range of methods that enables the researcher to reduce the amount of data the researcher needs to collect by considering only data from a subgroup rather than all possible cases (Saunders et al: 1997).

On the other hand, purposive (judgmental) Sampling Technique is used to select samples of Ethics Officers for the study. A purposive (judgmental) sample is one that is selected based on the knowledge of a population and the purpose of the study. In this case, the researcher

handpicks the subjects to be included in the sample based on his judgment of their typicality or possession of the particular characteristics being sought (Cohen, 2007).

Non probability, Purposive sampling technique was used to select the key informants who are the directors, division managers, team leaders, senior auditors and managers. This research method was employed because the targeted senior staffs and head of this department have access to vital information, experience and professional skills which is relevant for the study. Due to their position of responsibility they have a better understanding of practice and problems in professional integrity and ethics in relation to its effectiveness in detecting and protecting unethical behavior.

Table 4.2. Method of sampling

S. No	Respondents	Sample procedure	Data collection method
1	Executives	Purposive Sampling	Questionnaire
2	Directors		
3	Division head managers		
4	Team leader		
5	Managers		
6	Below team leader		
7	Others (senior inspectors, auditors)		

Source: field survey (2009)

3.6 Source of data and the Collection method

In achieving the objectives of the research, the research was conducted using both primary and secondary source of data. These data were helpful in reaching on right conclusion about the research idea. So that in order to asses information related to this study, the researcher used mainly primary data.

3.6.1. Primary Source of Data

Primary data is the data that are actually collected by the researcher through different methods. It is the raw data gathered and analyzed by the researcher in order to get results. Creswell (2012) refers primary data as the data that is collected specifically for the social research project using a data collection method that has been chosen by the researcher and using data collection tool.

Questionnaires were distributed to directors, division managers, team leaders, managers and other senior officials of Bunna International Bank in person.

3.6.2. Secondary Source of Data

Secondary data refers to facts and figures collected and often already analyzed, by someone other than the researcher for purposes other than the research at hand. Secondary data is needed in conducting research as background to support the overall aim of the research. This is also important in establishing in-depth knowledge in the particular discipline area. Secondary sources come from different origins, such as government reports, bulletins, company's annual reports, publications, journals, books, online data, websites and other internet sources. Similarly, secondary data for this research originates from literatures including books, Scientific Journals and documents such as legislations, reports, proceedings,

This involves the data collected from Policy and Procedure Manual and magazines of BIB journals and books. Sources of secondary data have been fully disclosed in the bibliography.

3.7. Instruments of Data Collection

3.7.1. Questionnaires

The main purpose of a questionnaire is to obtain information that cannot be easily observed or that is not already available in written or computerized form. Therefore, a questionnaire is a useful research instrument for collecting survey information, providing structured, often numerical data, being able to be administered without the presence of the researcher, and often being comparatively straightforward to analyze (Wilson and McLean 1994).

Two types of questionnaire were developed for the purpose of this study. The first type contains questions with alternative answers (closed-ended) which were designed in 5 point Likert Scale type and multiple-choice types, which the respondent chooses as per the stated instruction on the questionnaire. The second type is open-ended questions in which the respondent can express his/her personal or subjective opinion, perception, understanding etc., without limit with respect to the question at hand.

3.8. Data Analysis Method and Interpretation

The main target of data analysis is to summarize the collected and organize them in order to draw appropriate conclusion from the findings. Since the type of research is descriptive and data gathering tool is questionnaire.

The respondent's data was statistically analyzed using Statistical Package for Social Science SPSS Version 20. As stated in the aforementioned section the first hand data entered into Ms. Excel and exported to SPSS package.

Data presentation tools like table and charts were used to ensure easy and quick interpretation of data. Descriptive statistics was used to analyze all data gathered in the form of frequencies, percentage, mean, and standard deviations. Finally, the analysis and interpretation of the data have leads to conclusions and recommendations.

3.9. Reliability and Validity

One of the broadest, reliability and validity address issues about the quality of the data and appropriation if the methods used in carrying out the research. Validity address whether a research explain or measures what you said would be measuring and explaining. Reliability, address how accurate your research methods and teaching produce data.

Hence, one of avoiding internal validity treats is by summiting same questionnaires to all subjects. Regarding that internal validity are avoided by administrating the same treatments to all the respondents. The reliability of data was attained through triangulating or cross checking results from experience of direct concerned department. (directors, division managers...) news papers, reports in the study area. This can ensure the research validity, reliability and representiveness on the study.

3.10. Ethical Consideration

All ethical considerations respected and applied in any research are also applied in the study. A letter from the Addis Ababa University was given to the respondents so as to get their full consent and confidence. Hence, all the participants in the research were involved in the study voluntarily and with their full consent. The researcher notified the respondents that no matter what kind of response they give, it would be kept confidential, anonymous and respected. They

were made clear to give their genuine and honest response to accomplish the study as desired. The researcher informed all the participants about the purpose and the objective of the study and refrain from deceptive practices, giving false responses, or pretentious answers, which would violate the finding of the research.

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

In this chapter, the bio-data of respondents are summarized and the responses of respondents are presented and analyzed. The responses have been analyzed using tables to drive the result to each research question and present the sample for generalization of the population.

4.1 Reliability of Data Collection Instrument

The instrument was subjected to a reliability test to measure the degree to which the instrument gave consistent result up on being reputedly used. The Cronbach's Alpha test was used in determining the reliability of the instrument. In the below table 4.1 Shows the 18 items in the instrument resulted in the Cronbach's Alpha value of 0.719, which was greater than 0.7 and hence the instrument was considered reliable (Tavacol & Dennick, 2011)

Table 4.3 Reliability Statistics

Cronbach's Alpha	N of Items
.719	9

Source: Researcher's computation using SPSS (2019)

4.2 General Information of Respondents

Here, as tried to indicate in the introduction section of this chapter, we have stated that presenting general information about the sample of the study would help us see the characteristics of the sample for the study. As a result, for the purpose of this study, the following information about the respondents of the study have been collected, and discussed on accordingly.

4.2.1 Gender of the respondents

Here, one of the general information sought from respondents was their gender. This information is shown in the following, Table 4.4

4.2.2 Age of the respondents

Here, one of the general information sought from respondents was their age of the respondent with sex of the respondent. This information is shown in the following Table 4.4

4.2.3 Current position of the respondents

Here, one of the general information sought from respondents was their current position. This information is shown in the following Table 4.4

As can be seen from Table 4.4, one could see that the majority of respondents, who have given a reply to the questions with regards to current position, out of the total respondent 1 respondent is executive, 10 are Directors, 13 respondents are division head managers, 3 respondents are team leader/supervisor, 7 are below team leaders 4 respondents are manager and 12 respondents are other position including senior inspectors and auditors. In the figure more of the respondents are division head manager and the lowest respondents are executive.

In the figure more of the respondents are division head manager and the lowest respondents are executive.

4.2.4 Year of served in the bank

Here, one of the general information sought from respondents was their level of experience with bank. This information is shown in the following Table 4.4

Table 4.4 **Demographic characteristics**

sex of the respondent	Frequency	Percent	Valid Percent	Cumulative Percent
male	34	79.1	79.1	79.1
female	9	20.9	20.9	100.0
Valid	43	100.0	100.0	
Total				

age of the respondent	Frequency	Percent	Valid Percent	Cumulative Percent
20-30 years	3	7.0	7.1	7.1
30-40 years	29	67.4	69.0	76.2
40-60 years	10	23.3	23.8	100.0
Total	42	97.7	100.0	
Missing System	1	2.3		
Total	43	100.0		

current position	Frequency	Percent	Valid Percent	Cumulative Percent
below team leader	7	16.3	16.3	16.3
division heads manager	23	53.5	53.5	69.8
Executive	1	2.3	2.3	72.1
team leader/supervisor	3	7.0	7.0	79.1
manager	4	9.3	9.3	88.4
others	5	11.6	11.6	100.0
Total	43	100.0	100.0	

year of served in the bank	Frequency	Percent	Valid Percent	Cumulative Percent
less than 1 year	1	2.3	2.3	2.3
2-4 years	9	20.9	20.9	23.3
4-10 years	33	76.7	76.7	100.0
Total	43	100.0	100.0	

4.3 Descriptive Statistics

4.3.1. Analysis of Responses to Research Questions 1 Questionnaire part I

Table 4.2 summaries the descriptive summary for the value and important of code of conduct scores. Item analysis was performed, correctly identified items were summed and the score was transformed into a percentage. Each correct answer carried 1 point, incorrect (wrong) and "uncertain" answers were given zero points.

Table 4.5 major values and important of code of conduct score

No	Item	Correct Answer	N	% of Correct Answer (yes)	% of incorrect Answer (no)	% of Uncertain Answer
1	Does your Bank have ethics governance arrangements?	Yes	43	67.4	9.3	23.3
2	Does the Bank have a written code of ethics?	Yes	43	81.4	9.3	9.3
3	If the answer to Q2. Is YES, is it readily available like for example on the Bank's Website?	Yes	37	27	56.8	16.2
4	During the past year at work, have you been aware of any conduct that you thought either violated the law or your organization's ethical standards?	Yes	41	48.8	41.5	9.8
5	Does your organization have mechanism for awareness creation and reporting of unethical behavior?	Yes	41	43.9	39	17.1
6	In your organization's daily operations, would you say honesty is practiced?	Yes	41	61	22	22

7	Do the managers and executives of your organization demonstrate high ethical standards?	Yes	42	38.1	28.6	33.3
8	Does your organization see formal delegation as having a role in supporting ethical decision making?	Yes	41	48.8	11.9	24.4
9	Does your organization have a formal risk management plan which addresses ethical conduct	Yes	42	50	21.4	38.1
10	Does your organization communicate its expectations to employees in relation to ethical decision making and behavior?	Yes	42	54.8	11.9	23.8
11	Is ethical Behavior rewarded in your organization?	Yes	43	16.8	11.9	14.3
12	Is unethical behavior punished in your organization?	Yes	42	73.8	11.9	14.3
13	Are penalties for unethical behavior strictly enforced in your organization?	Yes	42	40.5	30	28.6
14	Is there clear and user friendly complaints and appeals process for customers and clients in your organization?	Yes	41	56.1	26.8	17.1
15	Have you ever felt pressured to compromise your organization's standards of ethical conduct?	Yes	39	25.6	16.5	12.8
	Valid N (listwise)		32			

Source: Researcher's computation using SPSS (2019)

Table 4.2 shows the distribution of responses to question 1 a total of 67.4% bank professionals knew that Banks has ethics governance. While 9.3 said the Bank has no Ethics Governance. 23.3 of the respondents are not sure whether the Bank has ethics governance or not. This shows 32.6% of the respondents have either no information or they believe the Bank has no 'Ethics Governance'.

As the table shows the distribution of responses to question 2 a total 81.4% of the respondents said the Bank has written code of ethics. 9.3% are 'uncertain' whether the Bank has written code of ethics or not. 9.3% said the Bank has no written code of ethics

As the table shows the distribution of responses to question 3 a total 27%, of the respondents said the bank has the Code of ethics readily available on the Bank's Webs.

- It can be inferred that BIB has good ethics governance arrangement. This shows there is proper way for corporate managers to adhere to processes to ensure good ethical behaviors in matters bordering on decision making and management of the Bank. "Ethics governance is used to describe the performance issues in management and policy making in business, government, politics, etc. Ethical governance in short is anti-corruption whereas authority and its institutions are accountable, effective and efficient participatory, transparent, responsive, consensus-oriented and equitable.
- BIB has tried to develop 'code of ethics' and included it in the Human Resource Management manual but this document is so incomplete. The codes are not designed in a way it can serve to the best interests of the public and protecting the environment, as well as in consideration of the professional obligations of the banks such as protecting the rights and interests of the savers, maintaining trust and stability in financial markets, and the requirements of economical development of the country.
- As was discussed in the preceding question, the Bank has code of ethics. The code of conduct that is incorporated in the Human Resource Management manual which is put and edited if necessary in the internal bank manual. It is readily available. In principle such documents are both an internal commitment to a standard of behavior and beliefs and a public declaration of the Bank's position on a set of standards, values, principles

and beliefs. Code of ethics. Weaker future financial performance is because the decision not to adopt and disseminate an ethics code for employees is more likely to cause poor decision and ethical values by the top management, supervisors and employees who may not value ethics in conducting businesses which in turn impacts the company's financial performance. An implication for customers and investors is that they may want to avoid the Bank soon they learn that employees act unethically because they have no clear code of conduct to follow.

As the table shows the distribution of responses to question 4, a total 48.8% of bank employees they have been aware of the conduct and behavior at work which either violated the law or their organization's ethical standards in the past year. A significant number 41.5 of employees said they were not aware of misconduct in the past years. 9.8% of the respondents are uncertain of ethical misconduct.

- Ethical awareness is a very effective (often under-rated) factor that serves to promote ethical behavior on the one hand and reduce unethical behavior on the other hand. It can be achieved by a variety of mechanisms of which the following three are especially impactful: /Cynthia(2013)/
- Assessing, monitoring and reporting on ethical performance - a tool such as the Ethics Monitor, a web-based ethics survey, may be used to assess, monitor and report on ethics.
- Ethics training - Ethics training is another important contributor to building and maintaining ethical awareness.
- Leadership

Leadership is widely regarded as the most powerful factor shaping behavior, ethical or otherwise. In their capacity as role models, leaders are able to build ethical awareness very successfully. Their effectiveness will rest on the extent to which ethics is genuinely supported by the most senior leadership and on the company having a clear ethics strategy.

The result of the survey shows BIB has to do extra work in one or all of the above listed ethics awareness creation mechanisms

As the table shows the distribution of responses to question 5, total 43.9% respondents said 'YES' to the question while 39% responded 'NO' and 17.1% are unsure about the reporting line.

- BIB uses formal line of control and risk Departments to report 'unethical behavior' but these Departments fully depends on the rules, regulations, policy and procedure manuals whose main focus is financial transactions. There are ways of documenting unethical behaviors but the Bank has no 'confidential compliance' or 'ethics officer' to whom such reports can directly be conveyed.

As the table shows the distribution of responses to question 6, a total 22% of the respondents said honesty is not practiced, 22% of the respondents are not certain and 61% of the total respondents said 'YES' honesty is practiced in the bank.

As the table shows the distribution of responses to question 7, a total 28.6% of the respondents said their leaders don't demonstrate high ethical standard. 33.3% of the respondents are not certain about the ethical behavior of their leaders. 38.1% of the total respondents said 'YES' to the question.

- For an organization's ethical values and standards to filter down to all levels, buy-in from all levels of management is required. Line managers have an essential role in effectively communicating the organization's 'ethics message' and acting as role models for the employees they manage. 'Tone from the middle' is as important as 'tone from the top'. (IBE www.ibe.org.uk, 2012) As was noted in IBE(2012) some organizations are going further and develops separate ethical guidance documents for managers/supervisors. Managers are required to adhere to this in addition to the organization's code of ethics. The Guide identifies explicit responsibilities for 'Ethical Leaders' and provides guidance on a number of areas, such as how to communicate the code and ethics message to employees; how to encourage staff to speak up and support them when they do; and how to prevent retaliation. The Guide also provides a list of resources for managers and a self assessment tool for measuring their performance as Ethical Leaders and manages conflict of interests.
- As was noted previously, leaders/supervisors/ are one of the important factors to create proper awareness and follow-up enforcement of ethical behaviors in their organizations. The result of the survey shows ethical 'tone-at the-top' and the 'tone-in the-middle' of the Bank is not doing well.

As the table shows the distribution of responses to question 8, a total 11.9% of the respondents have shown disagreement while 24.4% are not sure about the practice and 48.8% have agreed that the Bank sees formal delegation as having a role in ethical decision making.

- "Delegation can be seen as one of ethical responsibilities we owe to our-self, to those with whom we work, and to our organization." Delegation benefits the Delegator in saving time, achieve more by sharing burdens and performing better and increase value by enhancing the delegator's credibility as a leader. The delegated will also be benefited by gaining new skill and the opportunity to develop self-esteem and enhance his/her job. More importantly, the practice of delegation improves behavioral climate, enables develop proper successors and motivates the subordinates to perform well.
- The result suggests that there is formal procedure that enforces the practice of delegation as having a role in supporting ethical decision making in a standardized way. However, it is no set clear to what extent the power can go so BIB has to do a lot to its delegation practice for otherwise it will fall short of the above mentioned advantages and face with the problem of flexibility, efficiency and competitiveness in the industry.

As to question 9, Half of the respondents are certain that the Bank has risk management that addresses ethical conducts. 59.5% either don't agree that ethical issues are properly addressed by these work units or they are unaware whether ethical misconduct is being addressed by the said work unit or not.

- The Bank has 'Risk Management and Compliance' Department. Most operational work unit has also its own risk analyst. Laws, rules, directives and guidelines have also been established to minimize the risk especially in areas like credit, liquidity, operation, etc but the Bank has no proper mechanism to manage ethical risk which means there is no proper way of ensuring the safety and soundness of the Bank and its system as a whole from ethics point of view.

As to question 10 about 54.8% of the respondents said they know what is expected of them. 11.9% which constitutes significant number of the respondents are not aware of what is expected of them. While 23.8% of them are uncertain. In aggregate, about half of the respondents know how to communicate on what is expected of them.

- Bankers are custodians of private and public wealth. There are therefore a lot of expectations from bankers in terms of behavior, conduct and life style. The societal expectation is that bankers must at all times be honest, knowledgeable, transparent, proficient, trustworthy and conservative, who would not divulge or disclose information about their customers without lawful permission. These expectations need to be clearly communicated to employees by their employers.
- Employees must know when they're performing well and when they're not. The survey shows there is weakness in clarifying expectations and supporting employees by helping them structure their work and prioritize their tasks. There is no well established means to measure the difference they make and hold them accountable for their results. Further, the study shows managers and supervisors are not available to answer employees' questions and provide ongoing support, feedback and communication so that employees always know whether they're meeting expectations.

In response to question number 11, a total 16.8% of the respondents confirm that BIB rewards those who act ethically. About 14.3% of the respondents are uncertain if ethical practices are rewarded while 11.9% of them responded there is no reward for ethical practices.

- Too often companies experience a gap between having ethics policy and program in place and its absorption by employees. In considering ways of closing this gap, a number of organizations are no longer relying on negative deterrents but are developing positive incentives to encourage high ethical standards throughout their business.
- A survey by Deloitte in 2007 showed a strong relationship between enabling staff to have a good work-home balance and ethical behavior at work. The study also indicated that senior management, as well as immediate supervisors, being positive in their encouragement of ethical standards, was an important factor in promoting ethical practice in the workplace. The result of the survey shows the reward given by BIB to its employee as an encouragement of ethical behavior is very minimal and the practice lacks consistency. The Bank has no enacted reward system that promotes ethical behavior. The Bank needs to have mechanism to catch employees “doing something right” and reward the ethical behavior.

As the table shows the distribution of responses to question 12, a total 73.8% of the respondents said unethical behavior is always punished while 14.3% said the behavior is punished 'seldom'. 11.9% of the participants feels there is no punishment for unethical behavior.

- According the article by Stan Mack (2016), "when employees fail to behave ethically, you must act swiftly to corral the bad behavior. If you don't, the inappropriate behavior might spread throughout your business, causing further problems. Victimized employees deserve your protection, so you must shield them from the unethical behavior of others". The survey shows, the Bank has no proper mechanism to follow-up unethical behaviors and it lacks consistency to take appropriate action on those received through customers and employees. As per Stan Mack(2016) , the Bank may suffer from more unethical behaviors if it fails to act immediately.

As to question 13 Majority of the respondents (40.5%) participants believe penalties are 'always' enforced. (28.6%) feels that penalties due to unethical behavior are not always enforced in BIB. 30% said it is 'never' enforced. Enforcement ensures that employees who violate the law are held accountable. As was seen under question #12 above, unethical behaviors are not strictly penalized. Those penalties imposed are not materialized because of weak enforcement. This will give confidence to those committing the unethical behavior which will ultimately harm the performance of the Bank.

As to question 14, about half of the respondents believe that there is user friendly compliant handling mechanism in BIB. That means the arrangements enabled by the Bank to make people complaints have proper customer focus. It's also visible and easily accessible or may be found very close to the counter that customers lose comfort to give genuine comment/complaints.

- A complaint is an “expression of dissatisfaction made to or about an organization, related to its products, services, staff or the handling of a complaint, where a response or resolution is explicitly or implicitly expected or legally required” www.standards.com.au(2016). According to this standard, an effective complaint handling system provides three key benefits to an organization:

- It resolves issues raised by a person who is dissatisfied in a timely and cost-effective way;

- It provides information that can lead to improvements in service delivery; and
- Where complaints are handled properly, a good and user friendly system can improve the reputation of an organization and strengthen public confidence in an organization's administrative processes.

As to question 15, the table shows about 25.5% of the respondents had perceived pressure to compromise their organization's ethical standards, policies or to break the law in order to do their jobs. Only 16.5% of the respondents said they have not encountered with any form of pressure to compromise ethical standards of the Bank. According to Continental European survey (2012) employees are more likely to feel such pressure in an organization with a 'weak ethical culture'. In the eyes of the discussion in the preceding questions, the result is not surprising. Employees that try to act ethically may be pressured by peers or supervisors requiring intervention by ethics program

Table 4.5.1 value and important of code of ethics mean score

Mean	SD	N	Variance	Skewness	SE Skew
1.72	0.055	43	0.129	0.195	0.361

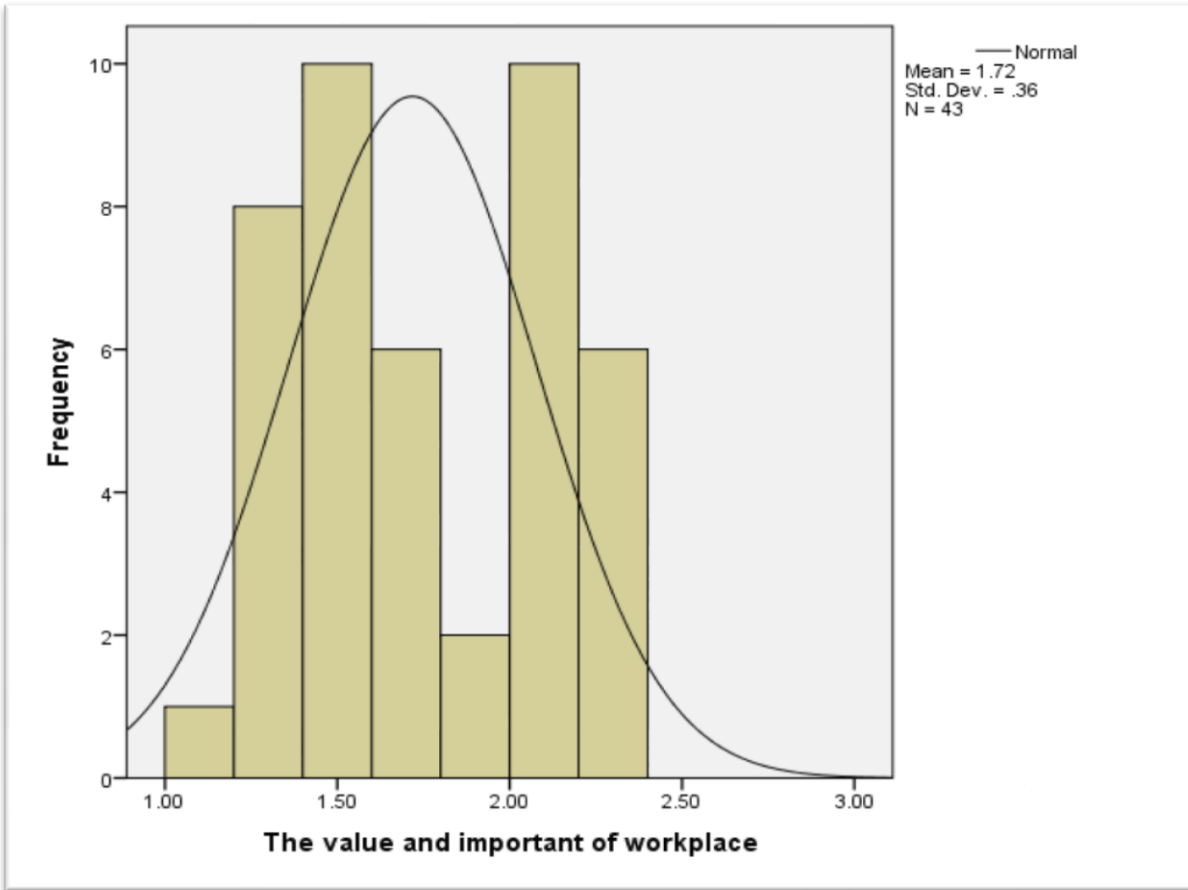


Figure 4.1 value and important of code of ethics

The mean score for total value and important of workplace ethics is 1.72 +/- 0.055 SD (Table 4.5.1) and the score 43 respondents. The distribution of the scores on this index was significantly skewed towards negative (skewness = -0.129, SE skew = 0.361). with the score clustering around higher values. Based on Jodi Lynn's (1996) criterion, it is expected that the scores would be distributed in such a manner as this index was design to measure general value and important of workplace ethics.

4.3.2. Analysis of Responses to Research Questions 2 Questionnaire part II

Table 4.6 Descriptive Statistics of the of workplace ethics

	N	mean score 1 Strongly disagree 7 strongly agree	+/- SD	% of Strongly agree
There are no employees who drive personal benefits from their own job potentials and or from potentials of their customers by using their positions and titles	42	2.81	1.824	40.14%
Male employees of the Bank are exposed to more unethical behavior than female	43	3.88	2.061	55.43%
Bankers should place their client's interest before their own	41	5.59	1.987	79.86%
Employees use the Bank's assets and resources productively and only for the designated purpose	42	4	1.696	57.14%
Employee benefits like medical, fuel and vehicle are properly utilized	41	4.9	1.609	70.00%
	43	4.16	1.603	59.43%
Employees know the core values of the Bank and whatever they do is in the Bank reflects these core values				
Employees of the Bank address complaints of customers quickly, appropriately and according to procedures and take corrective action when necessary.	43	4.53	1.316	64.71%
My organization acts responsibly in all its business dealings (with customers, clients, suppliers, etc.)	43	4.65	1.602	66.43%
	43	4.91	1.757	
The presence of clear policy and procedure has reduced the level of abuses of unprofessional lending in the Bank				70.14%
Greed and lack of professional training are responsible for the some incidence of fraud in the Bank.	41	4.95	1.596	70.71%
	42	4.31	1.554	
The Bank has proper mechanism to ensure employees business conduct, and communications are professional, fruitful, and accurate and reflect its true ethical standards				61.57%
My supervisors support me in following my organization's standards of ethical behavior	42	4.64	1.65	66.29%
The leaders in the Bank balance the needs of the business with ethical issues appropriately	42	4.5	1.502	64.29%
Most of the frauds in the Bank are due to insiders or collaborators from the Bank	41	5.22	1.725	74.57%
Valid N (listwise)	36			

Source: Researcher's computation using SPSS (2019)

Source: Researcher's computation using SPSS (2019)

40.14% of the respondents 'strongly agree' with the statement that there are no employees who drive benefits from their own job potentials.

- According to the document by Integrity Commission of Australia (2014), misuse of power and authority involves the improper use of a position of influence for personal gain by an employee who either:

- Directly engages in improper behavior or
- Pressures or coerces another employee or employees to engage in improper behavior
Examples of this behavior could include: Pressuring other employees to distort facts in a report to ensure that negative information concerning the individual or his work unit is concealed;
- Interfering with the ability of a colleague to work effectively by withholding information vital for the completion of a task;
- Utilizing company's resources such vehicle or procurement processes for personal gain;
- Use of authority endowed by a uniform or badge or an official position to gain gifts, benefits or gratuities or to receive discounts;
- Threatening an employee or customer with negative consequences for failure to comply with unreasonable or unlawful requests; and/or Utilizing lower level staff to undertake personal errands beyond their normal expected duties.

The document further outlines "Most codes of conduct require that employees do not misuse power or authority to gain an advantage for themselves or others. Managers and supervisors must act as role models for the code of conduct, ensuring that all employees understand the code and their obligations. Organizations should provide a complaint mechanism for reporting misuse of power and authority, which includes protections against harassment, and act promptly on any reports of improper use of power and authority.

Misuse of power and authority is disruptive to an organization and can impact on employee morale, productivity, turnover, absenteeism, stress-related illnesses and the organization's reputation". This fact holds true for BIB also.

2. Responses to Question number 2 of part II

As shown in Table 4.4 More than half or 55.43% of the respondents agreed with the statement. This can be attributed to many factors. The percentage of male and female employees of the Bank rounded to the nearest whole number is 70% and 30% respectively indicating that the probability male employees are subjected to unethical behavior is higher. The number of female Bankers at key areas of the Bank like loan approval, Human Resource, Foreign currency allocation, etc is so small compared to male Bankers which show the tendency that male employees exposed to unethical behavior is higher.

3. Responses to Question number 3 of part II

The table shows there is strong support (79.86%) for the statement. This is proper reflection of the fact that banking is service and bankers must place the lawful interests of their clients before their own since the interest of the banker is to add value to the customer thereby invariably adding value to the Bank. When bankers place the interest of the customer above their own, they would not defraud the customer nor cheat the customer through forgeries, falsified records, wrong interest and commission charges etc. The findings in most of other questions don't support this claim. The result shows employees are at least aware of the fact that customers interest should come before their interest. The Bank needs to make use of this awareness and follow-up its enforcement.

4. Responses to Question number 4 of part II

The most common assets & resources used by employees in the Bank are computers, printers, stationary materials, internet and vehicles. The Bank has enacted and enforced various rules to control the usage of such assets. The rules are so stringent and there is a proper mechanism in place like access domain, restricted privilege, register book, password and time keeping ensuring proper usage of these assets. With all rules and mechanism in place, more than half of the percentage (57.14%) of respondents that said the resource is properly used for the intended purpose. This may be one good aspect of use of own job potential for the bank gain.

5. Responses to Question number 5 of part II

The Bank covers 100% medical expenses for employees in S selected private hospitals and clinics. It gives company vehicle to branch and Department managers with prepaid card for fuel. Medical benefits are sometimes used just for the sake of reporting 'sick leave'. There are times

when an employee goes to more than one medical center for same type of medication. Some employees use company vehicle and the fuel for family and own businesses. 70.00% said the benefits are utilized properly. There is seldom misuse of the benefits.

6. Responses to Question number 6 of part II

There are ten statements built on the name of BIB and listed as a core value of the Bank. It is interesting to note that 59.43% of respondents said employees know the core values and they accomplish their tasks in line with the core values. This is actually expected in view of the level of awareness of the values. A 100% adherence to the core values can only be achieved if adequate awareness rate can be achieved since awareness must precede adherence and compliance.

7. Responses to Question number 7 of part II

Clients' complaints are supposed to be addressed quickly and on 64.71% basis. The fact that the rest of the respondents said complaints are not timely addressed shows the need for BIB to ensure all its staff that deals with customers are made aware of the Bank's internal compliant procedure and are able to help customers by giving timely support and correct information.

8. Responses to Question number 8 of part II

A greater proportion of respondents (66.43%) feel BIB acts responsibly in all its dealings. Somehow the result shows that the Bank has gap of “living up to its policy of social responsibility”.

9. Responses to Question number 9 of part II

The table shows the importance of having a clear working procedure towards reducing unethical behaviors. BIB Credit manual was designed to ensure that loans are availed prudently and they are closely monitored so that they do not deteriorate into non-performing status due to borrowers' inability to repay them within loan life period. 70.14% of the respondents said the presence of clear procedure has helped the Bank to control the level of abuses on lending. Such measures have been put in place not only to monitor the status of such credits but also to check unauthorized lending, excesses, as well as unethical practices as a close monitoring of such credits would reveal the weaknesses in them and ensure that checks are put in place to correct the

anomaly. But for every aspect of the business, it is difficult to design rules and hence the concept of ethics program comes in to the picture.

10. Responses to Question number 10 of part II

Greed is one of the temptations and the bane of the banking industry as bankers who have been entrusted with private and public assets often engage in some unethical practices contrary to the confidence reposed in them by society. This problem is usually compounded by lack of adequate and proper professional training. Lack of knowledge of banking laws and regulations coupled with greed can lead the unwise banker to connive with each other or with fraudsters outside of the bank to commit frauds in an attempt to get rich quickly. The survey shows that 70.71% respondents agreed that greed and lack of professional training are responsible for the some incidence of frauds in BIB. Those who are aware of the law and the consequences of breaching it are always mindful of their actions and are likely to stay away from fraudulent activities, which could ruin their career prospects and lives.

11. Responses to Question number 11 of part II

61.57% of the respondents agreed with varying degree to the statement that BIB has proper mechanism to ensure employees conduct and communication are to its ethical standard. Both formal and informal communications of employees' day-to-day work experience could be a rich resource for shaping an ethical workplace culture.

"Honest, two-way communication that includes diverse voices conveys respect toward employees and taps the wellspring of trust. Managers who support others' viewpoints encourage everyone else to tolerate differing opinions too. Managers and employees are able to focus on problems and possible solutions in a collaborative manner. Moreover, information is common property that belongs to any and all members of the organization. Directives, rules and plans are framed in terms of the intent that lies behind them and the values they are intended to fulfill. This approach invites engagement and a sense of ownership. Positive and virtuous ethical cultures make extensive use of organizational symbols and rituals to express and reinforce the ethical expectations of the organization and to encourage personal identification. Organizational symbols reveal and explain the beliefs, feelings and values that animate the organization's culture." (SHRM Foundation's Effective Practice Guidelines Series, 2013)

The study shows BIB mechanism of ensuring employees business conduct and communications has slight gap. The Bank's system doesn't always tolerate differing opinions and thereby creating absence of sense of ownership and less belongingness of employees to their company.

12. Responses to Question number 12 of part II

A good supervisor will tell employees that marketing, budgeting, accounting treatments, etc take careful planning. Many supervisors however, forget that motivating or encouraging ethical behavior in a workplace takes careful planning and treatment as well. Ethical employees make for an ethical company. The company in turn receives benefits from its reputations. Such company not only attracts more customers it will also be able to entice and retain a more skilled work force. The survey shows 66.29% of the respondents said they receive support from their supervisors to follow ethical standards. This indicates the supervisors are aware of the benefits that could be gained by properly planning and guiding subordinates to follow ethical standards.

13. Responses to Question number 13 of part II

Managers and/or supervisors attitudes should significantly differ from those they manage. For an organization's ethical values and standards to filter down to all levels, buy-in from all levels of management is required. Line managers or immediate supervisors have an essential role in effectively communicating the organization's 'ethics message' and acting as role models for the employees they manage. 'Tone from the middle' is as important as 'tone from the top'. Supervisors at level of an organization are expected to act responsibly by balancing between profit maximization and ethics. However the survey shows significant number 64.29% of the respondents said their supervisors puts financial goals above ethical considerations.

14. Responses to Question number 14 of part II

There is a common saying in banking industry that there is no fraud without an insider. The fraudsters need a collaborator who would leak some information to them or provide certain data for perpetuating the fraud. As such, if bank staffs were themselves not fraudulent, most of the frauds in the banks would have been averted or frustrated. Thus, out of the population of more than half of the respondents representing 74.57% agreed that most of the frauds in BIB were due to insiders and insider collaborations with fraudsters.

Table 4.6.1 the manifestation of workplace ethics mean score

Mean Score	SD	N	Variance	Skewness	SE Skew
4.49	0.81	43	0.658	-0.351	0361

Table 4.5 shows that the Mean score for manifestation of workplace ethics of bank professions in Buna bank is 4.49 +/- 0.81 SD and the number of practitioners attempted to answer the questions were 43.

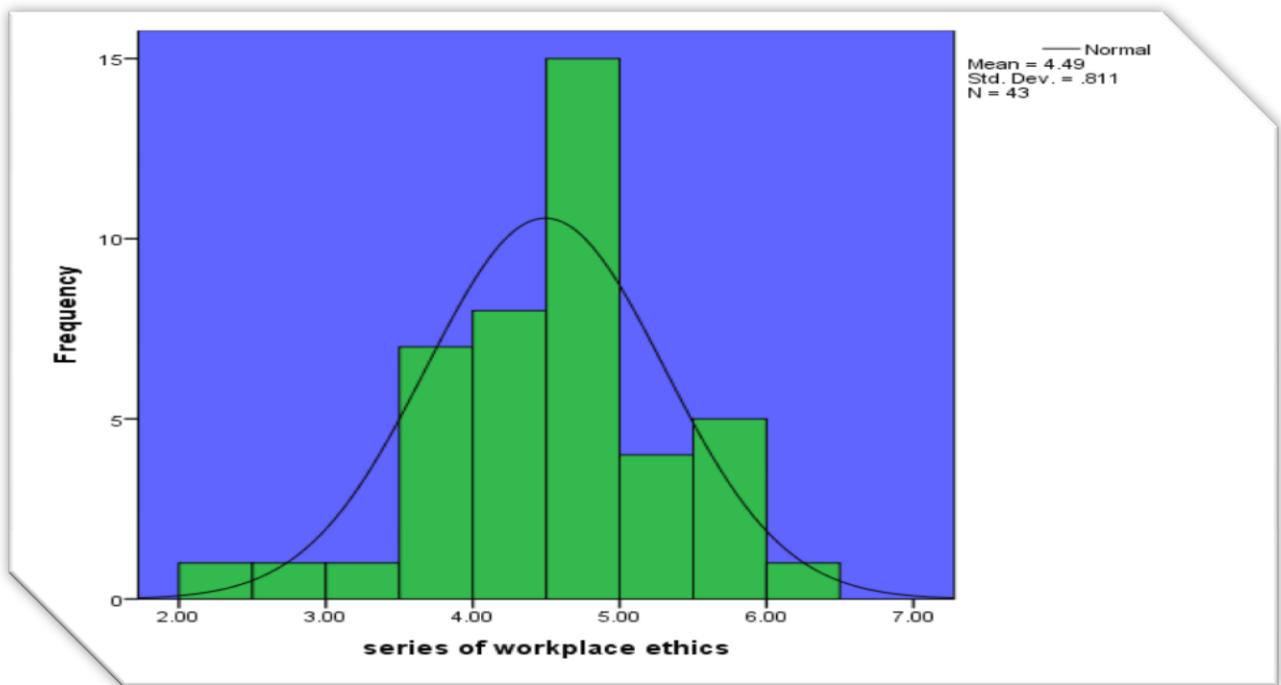


Figure 4.2 The manifestation of workplace ethics

Similar to the manifestation of workplace ethics scoring, it is noted in Table 4.5, the distribution of scores was negatively skewed (skewness = -.351, SE skew = .0361) with scores tending towards higher values. Inspection of the distribution in Fig 4.6 revealed that this scale approximated a normal distribution. There were 14 Likert scale questions to evaluate series of workplace ethic

4.3.3. Analysis of Responses to Research Questions 3 Questionnaire part III

Table 4.6 summaries the descriptive summary for the major types of unethical practice by the bank employees of workplace ethics scores. Item analysis was performed, correctly identified items were summed and the score was transformed into a percentage.

Table 4.7 Descriptive Statistics of the major types of unethical practice

	N	mean score 1 never been committed 5 always committed	+/- SD	% of committed
Abuse of power	42	3.12	0.968	62.4%
Maladministration	41	3.12	1.005	62.4%
Creating fake document	42	2.43	0.966	48.6%
Non-observance of rules and working procedures,	42	2.9	0.878	58%
Collusion	41	3.1	0.944	62%
Accepting or demanding bribes and gratification	42	2.95	0.882	59%
Deliberate Procrastination of case or mistreatment of clients	41	2.59	0.741	51.8%
Repeated absenteeism or non-observance of office hours	42	2.71	0.995	54.2%
Squabbles, insults and aquarelles with clients	43	2.26	0.79	45.2%
committing an act of misrepresentation or fraudulent act	42	2.55	0.916	51%
committing an act of theft or breach of trust	42	2.62	0.909	52.4%
committing an immoral act at the place of work	42	2.21	1.048	44.2%
Committing sexual violence at the place of work	42	1.71	0.918	34.2%
Leaking confidential information outside	42	2.69	1	53.8%

Favoritism in performing duties	42	3.14	0.977	62.8%
Abuse of sick leave	43	2.6	0.929	52%
Fraud	42	2.71	0.805	54.2%
Personal use of work-related resources	40	2.75	0.809	55%
Leaving office during working hours for person cases	43	2.86	1.014	57.2%
Negligence of responsibility	43	2.7	1.036	54%
Traffic/trading in official influence	41	2.32	0.934	46.4%
Valid N (listwise)	31			

Source: Researcher's computation using SPSS (2019)

As seen from Table 4.6, one could understand that the respondents have on average 62.4% agreed that Abuse of power committed, 62.4% of the respondents are committed in Maladministration, and 48.6% are committed in creating fake document and 58% of the respondent is committed in Non-observance of rules and working procedures.

Similarly, one could understand that the respondents have on average 62% agree that Collusion committed, 59% of the respondent have committed in Accepting or demanding bribes and gratification, 51.8% of the respondent have committed in Deliberate Procrastination of case or mistreatment of clients, 54.2% of the respondent have committed in Repeated absenteeism or non-observance of office hours, 45.2% of the respondent have committed in Squabbles, insults and aquarelles with clients, 51% of the respondents also committed in committing an act of misrepresentation or fraudulent act, 52.4% of the respondent are committed in committing an act of theft or breach of trust, 44.2% of the respondent are committed in committing an immoral act at the place of work and 34.2% respondent are committed Committing sexual violence at the place of work.

From table 4.6, 53.8% of the respondent have committed in leaking confidential information outside, 62.8% of the respondent have committed in Favoritism in performing duties, 52% of the respondents have committed in Abuse of sick leave, 54.2% of the respondents have committed in Fraud, 54.2% of the respondent have committed in Personal use of work-related resources, 55% of the respondent have committed to Personal use of work-related resources, 57.2% of the respondent have committed in Leaving office during working hours for person cases, 54% of the

respondent have committed in Negligence of responsibility and 46.4% of the respondent have committed to Traffic/trading in official influence.

Mitchel et al.(1992) identified seventeen categories of unethical behavior in banking: defrauding government, bribery of public officials, interest fraud and float abuse, lies and deception, employee theft, insider trading, bribery of private citizens, discrimination, socially questionable activities, bad judgment in management decisions, corporate politics, unfair trade practice, industrial espionage, environmental harm, safety, conflict of interest, invasion of privacy.

In our case the top three are favoritism in performing duties with 62.8%, both Creating fake document and Maladministration with 62.4% has the highest value in the list.

Favoritism is mechanism of power abuse implying “privatization” of and a biased distribution of state resources. Favoritism is to grant offices or benefits to friends and relatives, regardless of merits. On the other hand creating fake document is a technique, were false documents be used. It involves altering, changing, or modifying a document for the purpose of deceiving the organization. Maladministration is related with the overall administration of the company. Starting from the lower level employees to the board of directors there must be clear and transparent ways of administration.

Table 4.7.1 Major types of unethical practice mean score

Mean	SD	N	Variance	Skewness	SE Skew
2.66	0.45	43	0.204	-0.426	0.361

Table 4.7 shows that the mean score for committed ethical problem of workplace ethics of bank professions in Buna bank is 2.66 +/- 0.45 SD and the number of practitioners attempted to answer the questions were 43.

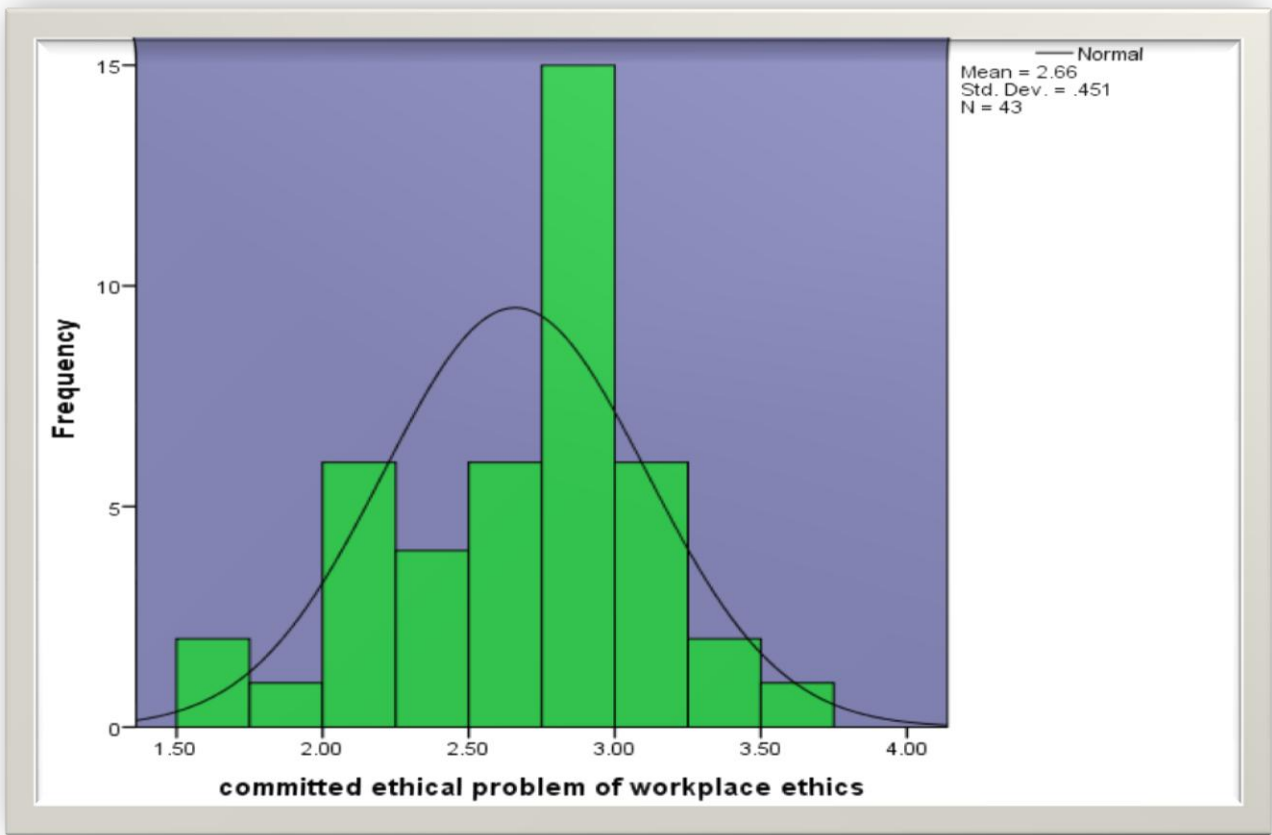


Figure 4.7 Major types of unethical practices

Similarly, to the committed ethical problem of workplace ethics scoring, it is noted in Table 4.7, the distribution of scores was negatively skewed (skewness = -0.426 , SE skew = $.361$) with scores tending towards higher values. Inspection of the distribution in Fig 4.7 revealed that this scale approximated a normal distribution. There were 21 Likert scale questions to committed ethical problem of workplace ethics.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1. Summary of Findings

The data collected from employees of Bunna International Bank and overall empirical evidence generated there on reveal that the Bank has adopted appropriate code of ethics and its employees has awareness of professional Code of Ethics. This implies that the Bank is protected from unethical and unprofessional practices that can cause the weakening of public confidence on the Bank and lessons its role in the system for financial intermediation and for the economic development of the country. The study shows there is general awareness of some ethical issues among employees of the Bank like honesty and giving priority to clients' interest before their own. It is noted that this general awareness, rules & regulations and guidelines like policy and procedure manual has helped the Bank to reduce the act of unethical practices.

The study also revealed that some supervisors and management of BIB exemplify and are in a position to provide ethical leadership to their subordinates. The study further showed BIB has done typical in training in the areas of ethics but it generally encourages professional training amongst its staff like for example covering tuition fees of its employees up to first degree level. Owing to the nature of the business, there will continue to be frauds in banks because that is where the public money is kept. BIB can only protect itself against frauds and forgeries by being ethical, equipping its employees with ethics training and ensuring that there are sufficient checks and balances put in place to frustrate frauds and mitigate losses. It is also found out that most of the frauds in the Bank were due to insiders/collaborators and this has materially affected the level of ethical expectations from employees of BIB.

As indicated in the study, unethical practices are manifested in the bank in varieties of forms such as abuse of power, aggravated breach of trust or faith, maladministration, creating fake documents, collusion, accepting or demanding bribes and gratification, favoritism in performing duties, fraud etc, and every aspect of ethical problems. Thus, the bank is exposed to varieties of ethical problems, which are committed among employees as well as officials with varieties of degrees and frequencies

According to the respondents, there are varieties of factors or reasons, which have significant contributions for the continuation of unethical Conduct in the bank. Thus, such factors as lack of commitment from employees, lack of attention from the executive body, Problems associated with the Working procedures of the bank, lack of transparency and accountability, no restraint for the discretionary power of the executives are the most contributing cause for unethical behavior. With this respect, the majority of respondents viewed the contribution of the following causes of unethical behavior are very high or significant for the well being of the bank wealth and reputation.

The study also showed that BIB has tried to avoid frauds and unethical practices through legislation contrary to the views expressed in many literature reviews that ethics cannot be legislated as ethics is morality and one cannot legislate morality. The study has found out that BIB has core values and the values are well contemplated, nevertheless employees are not well aware and responsive. In short employees are not living up to the fullest to the core values of the Bank. Furthermore, the survey shows that BIB doesn't have reward system for whistle blowers who detect and report unethical behavior. This discourages the staffs to be ethical and serve as a check on the activities of other members of staff who may have the intention to commit fraud or connive with fraudsters to defraud the bank or perpetrate some unethical transactions which are either unlawful or against company policy. The analysis also revealed that the Prudential guidelines has stemmed advances abuses of unethical and unprofessional lending in the Bank and have been forced to be more professional in foreign currency allocation and credit approval and disbursements. The analysis affirmed that ethics is morality and should be taught at all levels to equip all professionals with ethics training and orientation as well as exposure to ethical decision making in difficult situations of real life since banking is based on Trust, Transparency and Confidentiality. The study also showed that BIB as the other banks in Ethiopia has been distressed due to unethical practices and mismanagement but the Bank has not lost public confidence because of stringent rules applied in some areas, some ethical codes included in the Human Resources Policy and Procedure Manual and the fact that consciousness of fraudster is just emerging helped the Bank to remain in the competition of the Banking industry.

5.2. Conclusions

Since banking is based on trust, transparency and confidential behaving ethically is in the best interest of businesses as well as in the interest of other stakeholders in the system. To behave unethically has dire consequences for all stakeholders (depositors, customers, investors and regulators) and for the system. It is therefore not sufficient to have a code of ethics and professionalism. The Code must be readily available to all bankers to promote ethical awareness; it must also be able address all ethical issues and problems for proper professional guidance; the code should be evaluated frequently to ensure that it is current and not stale and must be enforceable to ensure conformity by all professional bankers; and finally, it must be readily adopted by all banks.

The result indicates the causes of corruption and unethical conduct in the bank emerge from different contributing causes or reasons. Thus , ethical problem, institutional working procedure problem, leadership problem, controlling and monitoring problem, greed, the low commitment from political leadership, poor law enforcement contribute to the incidence of corruption in the public service.

In conclusion, the study has shown that existing ‘code of ethics’ of BIB is prevailing to sanitize the Bank. But since the unethical practices are only addressed and not specifically mentioned in the manual, employees will only know first warning to last as part of punishment which is being fired. That in turn has caused increase in fraud because the employees will think about other alternatives after the doing the crime. The Bank can overcome this problem through application of Ethics at level of the Bank. Future and existing employees of the Bank need to be trained and equipped well with ethical decision making tools.

5.3. Recommendations

On the basis of the findings and conclusion reached the following recommendations on how the Bank can run its business well without compromising ethical practices have also been made.

Bunna International Bank should consider ethics as the fundamental characteristic of its employees. Since employees are expected to demonstrate high ethical behavior and competence, the Bank must have ethics program and code of ethics and the code must:

- Be readily available to all bankers to promote ethical awareness;
- Address all ethical issues and problems for proper professional guidance;
- Evaluated frequently to ensure that it is current and not stale; and
- Enforceable to ensure conformity by all professional bankers so as the code has power to sanitize the Bank.

BIB needs to consider ethics as part of its core business operation and provide continuous ethics training to its staffs. The Bank must have corporate cultures for guidance of employees and this should be built and sustained for the benefit of the banks and their employees. Ethical practices will certainly eliminate distress in the banking industry and bank failures in the economy, thereby maintaining confidence in the payment system. Thus, strong workplace ethics should have been achieved by BIB if there was a strong commitment to good banking practice but the study shows lots have to be done by the Bank to build ethical work place culture and thereby improve performance of the employees.

BIB should ensure that all unethical or unprofessional conducts are reported to the Banking Supervision Department and appropriate records are kept and up-dated regularly. Some banks have refused to report such persons who have unethically BIB but allow them to resign quietly from the service. Banks found culpable must be sanctioned properly and adopt “the name and shame” policy. NBE can play role by designing and enforcing code of ethics at all Banks. The Governing Bank need to create a level ground so that there will not be discrimination among them which otherwise will make them engage in unethical practices.

1. BIB needs to work on creating greater awareness of Ethics and the Code of Ethics in the Bank. There should be a guideline for the staff to help them deal with ethical dilemmas in uniform manner throughout the Bank.
2. The Bank should ensure strict observance of the Code of Ethics on a continuous basis in order to ensure that all banking transactions are carried out in ethical and transparent manners.
3. Top management staff of the Bank should act as role model in areas like avoiding conflict of interest, prudent lending etc. and provide ethical leadership so that they can set the standard for their bank and make sure that all staff in the bank observes the standard.

4. The Bankers association and National Bank of Ethiopia need to help all Banks to collectively adopt the Code of Corporate Governance and ensure that there is transparency in the industry in order to maintain public confidence in the Banking industry.
5. As part of ethics program, BIB needs to design a rewarding system for ethical employees.
6. The Bank has to make sure that disciplinary actions are taken on all unethical behaviors and it has to follow-up its enforcement.
7. Banks should introduce more internal control measures to contain risks.
8. There should be a room for employees to discuss on workplace ethics at any available opportunity.
9. The Bank must put a mechanism in place for reporting issues related to ethics.
10. Ethics courses should be given in the school from primary school level to tertiary institutions for early exposure to ethics and ethical behaviors amongst students and leaders of tomorrow so that they can appreciate the benefits of ethics and corporate governance early in life. This is also aimed at providing the youth with proper character education, as the youths of today will become the leaders of tomorrow.

REFERENCE

- Annals of the university of petrosani, Economic, 14(1),2014,91-102
- Amith Menezes(2016) International journal of scientific research and modern education ISSN, Volume 1,
- Asika, N (1991) Research Methodology in the Behavioral Sciences, Lagos: Longman, Nigeria.
- Banks Association of Turkey(2010). Code of Banking Ethics.
- Barrick, M. R., Mount, M. K., & Strauss, J. P. (1993). Conscientiousness and performance of sales representatives: Test of the mediating effects of goal setting. *Journal of Applied Psychology*.
- Bass, B. M. (1998a). The ethics of transformational leadership. In J. Ciulla (Ed.), *Ethics, the heart of leadership* (pp. 169–192). Westport, CT: Praeger.
- Bass, B. M., & Steidlmeier, P. (1999). Ethics, character, and authentic transformational leadership behavior *The Leadership Quarterly*.
- Brass, D., Butterfield, K., & Skaggs, B. (1998). Relationships and unethical behavior: A social network perspective. *Academy of Management Review*.
- Brown, M. E. , & Treviño, L. K. (2006). Ethical leadership: A review and future directions. *Leadership Quarterly*.
- Burns. M.(1994). *The Ethics Dilemma: A guide for the fire officer*. Strategic analysis of executive leadership Emmetsburg, Maryland National Fire Academy. Business Roundtable(1988). *Corporate Ethics: A prime business Asset*. New York: The business Roundtable.
- Ciulla, J. B.: 1995, 'Leadership Ethics: Mapping the Ter-ritory', *Business Ethics Quarterly*.
- Cleveland, E.A(1997). The quality of a leader's path. A self examination of core Values. *The Voice*.
- Dalal, R. S. (2005). A meta-analysis of the relationship between organizational citizenship behavior and counterproductive work behavior. *Journal of Applied Psychology*.

Delaney, J. T. and D. Sockell: 1992, 'Do Company Ethics Training Programs Make a Difference? An empirical Analysis', *Journal of Business Ethics*.

Detert, J. R., Treviño, L. K., Burris, E. R., & Andiappan, M. (2007). Managerial modes of influence and counter productivity in organizations: A longitudinal businessunit- level investigation. *Journal of Applied Psychology*.

Dineen, B. R., Lewicki, R. J., & Tomlinson, E. C. (2006). Supervisory guidance and behavioral integrity: Relationships with employee citizenship and deviant behavior. *Journal of Applied Psychology*.

Emmelhainz, M. A. and R. J. Adams: 1999, 'The Apparel Industry Response to "Sweatshop" Concerns: A Review and Analysis of Codes of Conduct', *Journal of Supply Chain Management*.

European Business Forum (Issue 17, 2004).

Farrell, B. J. and D. M. Cobbin: 1996, 'Mainstreaming' Ethics in Australian Enterprises', *Journal of Management Development*.

Filomena Jaseviciene: ISSN 1392-1258. *Ekonomika* 2012 Vol. 91(3) The Ethics of Banking : Analysis And Estimates.

Francis, C. Chiejiene: corporate Governance in Nigerian Banking Sector

Gardner, W. L., Avolio, B. J., & Walumbwa, F. O. (Eds.). (2005). *Authentic leadership theory and practice: Origins, effects, and development*. San Diego , CA : Elsevier.

Gaukmnitz, B. R. and J. C. Lere: 2002, 'Contents of Codes of Ethics of Professional Business Organizations in the United States', *Journal of Business Ethics*.

George, B.: 2003, *Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value* (Jossey-Bass, San Francisco)

Grant, N.K., Hoover, D.H. (1994). *Fire Service Administration*, P.395-420. Washington, D.C.: National Fire Protection Association

Harvey, Charles(1996). *Banking Reform in Ethiopia*. Institute of Development Studies(IDS), UK.

Heather and Hunt(2012). Does Your Employees Need Ethics Training? Training Daily Advisor.

Hortacsu, A and Ozkan-Gunay, E.N (2004): Ethical Issues and Attitude in the Turkish Banking Sector, Bogazici University, Turkey. Vol. 2, No.1, pp. 24-30

IBE by Sabrina Basran and Simon Webley(2012). Employee Views of Ethics at Work. British Survey.

Ilies, R., Fulmer, I., Spitzmuller, M., & Johnson, M. D. (2009). Personality and citizenship behavior: The mediating role of job satisfaction. *Journal of Applied Psychology*.

Institute of Company Secretaries of India(ICSI)(2003)(2014).

Jackson, K. T.: 1997, 'Globalizing Corporate Ethics Programs: Perils and Prospects', *Journal of Business Ethics*.

Jaseviciene, Filomena,(2012). The Ethics of Banking: Analysis and Estimates.

John W. Creswell.(2008). Research Design: Qualitative, Quantitative and Mixed Methods Approaches 3rd Edition.

Jones, T. M. (1991). Ethical decision making by individuals in organizations: An issue contingent model. *Academy of Management Review*.

Kacmar, K. M., Bachrach, D. G., Harris, K. J., & Zivnuska, S. (2010). Fostering good citizenship through ethical leadership: Exploring the moderating role of gender and organizational politics. *Journal of Applied Psychology*. Advance online publication.

Kanungo, R. N. (2001). Ethical values of transactional and transformational leaders. *Canadian Journal of Administrative Sciences*.

Kinely (Prof), Joh Pagest, Dr. K.A. Goyal¹ and Vijay Joshi²(2011). A Study of Social and Ethical Issues in Banking Industry.

Kodish, S.: 2006, 'The Paradoxes of Leadership: The Contribution of Aristotle', *Leadership*.

Kohls, J., C. Chapman and C. Mathieu: 1988, 'Ethics Training Programs In the Fortune 500', *Business and Professionals Ethics Journal*.

Kott, Jacqueline Karen(2012). The Role of Ethics in Employee Behavior. University of Tennessee at Chattanooga.

Ladkin, D.: 2008, 'Leading Beautifully: How Mastery, Congruence and Purpose Create the Aesthetic of Embodied Leadership Practice', *The Leadership Quarterly*.

Lincoln, S., & Holmes, E. (2010). The psychology of making ethical decisions: What affects the decision?. *Psychological Services*.

Lipscombe, G and Pond, K. (2001). *The Business of Banking: 4th Edition*. Financial World Publishing. M. Suleman S. Jam Javed Iqbal, Kasif Ur R.(2012) Impact of Corporate Ethical Values on Ethical Leadership and Employee Performance.

Mamic, I.: 2005, 'Managing Global Supply Chain: The Sports Footwear, Apparel and Retail Sectors', *Journal of Business Ethics*.

Marcus, B. & Schuler, H. (2004). Antecedents of counterproductive behavior at work: A general perspective. *Journal of Applied Psychology*.

Marimcci, Richard A.(1992). Ethics an issue for the 90's Fire Engineering.

Motowidlo, S. J. & Van Scotter, J. R. (1994). Evidence that task performance should be distinguished from contextual performance. *Journal of Applied Psychology*.

Murphy, Joe(2002). Enron and Anderson. Heed the Questions and Warnings They Raise for Your Company's Own Compliance Program Integrity Interactive.

Murphy, P.: 1995, 'Corporate Ethics Statements: Current Status and Future Prospects', *Journal of Business Ethics*.

Mwita J. (2000) Performance management model. A systems-based approach to public service quality *International Journal of Public Sector Management*.

National Business Ethics Survey(2011), Institute of Business Ethics. Ethics Resource Center(2011).

Nijhof, A., S. Cludts, O. Fisscher, and A. Laan: 2003, 'Measuring the Implementation of Codes of Conduct. An Assessment Method Based on a Process Approach of the Responsible Organization', *Journal of Business Ethics*.

Organ, D. W., (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington.

Phillips RA, Margolis JD. Toward an ethics of organizations. *Business Ethics Quarterly* 1999.

Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on follower's trust in leader, satisfaction and organizational citizenship behaviors. *Leadership Quarterly*.

Policy and Procedure Manual of Bunna international bank Bank.

Pruskus, V. (2002), *Verslo etika: laiko iššukiai ir atsako galimybės*. Vilnius

Rest, J. R. (1986). *Moral development: Advances in research and theory*. New York: Praeger Publishers.

Reynolds, S. J. (2006). Moral awareness and ethical predispositions: Investigating the role of individual differences in the recognition of moral issues. *Journal of Applied Psychology*.

Richards, K.W(1998). *Developing a code of ethics for the old Mystic Fire Department Emmitsburg, Maryland* National Academy.

Schnebel, E. and M. A. Bienert: 2004, 'Implementing Ethics in Business Organizations', *Journal of Business Ethics*.

Schuler, Randell.(1996). *Human Resource Management*. St. Paul, MN: West Publishing Company.

Schwartz, M. S.:2002, 'A Code of Ethics for Corporate Codes of Ethics', *Journal of Business Ethics*.

Shea, G.F.(1988). *Practical ethics*. New York: AMA Membership Publications.

SHRM Foundation's Effective Practice Guidelines Series , *Shaping an Ethical Workplace Culture* (2013).

Singh, J. B.: 2006, 'A Comparison of the Contents of the Codes of Ethics of Canada's Largest Corporations in 1992 and 2003', *Journal of Business Ethics* .

Singhapakdi, A., Vitell, S. J., & Kraft, K. L. (1996). Moral intensity and ethical decision making of marketing professionals. *Journal of Business Research*.

Steffens, J.T.(1994). Ethics, The Silent Threat to the Fire Service. The Voice.

Steffensmeier, J. (2008). Situational constraints and personality as antecedents of organizational citizenship behaviors. (Doctoral dissertation). Retrieved from Psychinfo.

Steidlmeier, P. (1999). Strategic management of the China venture. Westport, CT: Quorum Books.

Stevens, B.: 1994, ‘An Analysis of Corporate Ethical Code Studies: “Where Do We Go From Here?”’ Journal of Business Ethics.

Trevino, L. K. (1986). Ethical decision making in organizations: A person–situation interactionist model. *Academy of Management Review*.

Tucker, L. R., V. Stathakopolous and C. H. Patti: 1999, ‘A Multidimensional Assessment of Ethical Codes: The Professional Business Association Perspective’, *Journal of Business Ethics*.

Valentine, S. & Barnett, T. (2003). Ethics code awareness, perceived ethical values, and organizational commitment. *Journal of Personal Selling and Sales Management*.

Vysiniauskiene, kundrotas V(2002), *Verslo etika*,Kaunas, Technologija.

Walter Leaf(1927). *Commercial Banking*. H. Holt, the University of California.

Walumbwa, F., & Schaubroeck, J. (2009). Leader personality traits and employee voice behavior: Mediating roles of ethical leadership and work group psychological safety. *Journal of Applied Psychology*.

Weaver, G. R. and L. K. Trevino: 1999, ‘Compliance and Values Oriented Ethics Programs: Influences on Employee’s Attitudes and Behavior’, *Business Ethics Quarterly*.

Weeks, W. A. and J. Nantel: 1992, ‘Corporate Codes of Ethics and Sales Force Behavior: A Case Study’, *Journal of Business Ethics*.

White, Horace (2014). *A critical Study of Banking Services and Their Promotional Practices*.

Wuorio, Jeff (2013), “Put it in writing: Your business has ethics,” *Microsoft Business for Small & Midsize Companies*

Websites:

1. www.bunnabanksc.com

6. www.ethics.ubc.ca/resources/business/codes.html

2. www.ethics.ubc.ca/resources/business/
3. www.ethicalgov.blogspot.com/
4. www.ethics.acusd.edu/index.html
5. www.ethics.ubc.ca
7. www.globalethics.org
8. www.Yourdictionary.com
9. www.wisegook.com
10. <https://thebftonline.com/2018/features/ethics-and-professionalism-in-banking>

APPENDICES

ADDIS ABABA UNIVERSITY SCHOOL OF GRADUATE STUDIES COLLEGE OF BUSINESS AND ECONOMICS DEPARTMENT OF PUBLIC ADMINISTRATION AND DEVELOPMENT MANAGEMENT

Appendix-A: Questionnaire to be filled by Bunna International bank employees

Dear Respondent,

My name is Haregeweyn Legesse. I am a graduate student at Addis Ababa University. I am conducting a research entitled “PRACTICE AND PROBLEMS IN PROFESSIONAL INTEGRITY AND ETHICS IN PRIVATE BANKS: In the case of Bunna International Bank” for my partial fulfillment of the requirements for the degree of Masters in Public Management and Policy. Hence, I am courteously requesting you to provide me your personal cooperation by filling the questionnaire, which will take you 15-20 minutes. The main purpose of this questionnaire is to gather relevant data to assess the Challenges of Ethical Problems in private banks in general.

Therefore, I am courteously requesting you to fill up carefully and return the questionnaire. The genuine, honest and reliable response you provide is invaluable important to successfully accomplish the study. Your response is used only for the successful accomplishment of this

study; hence confidentiality is very respected as well as anonymity is implemented. I thank you for your time, co-operation and concern.

Notice:

1. You do not need to write your name on this questionnaire.
2. Please, follow the general directions given and respond accordingly.

Thank you in advance for your co-operation.
Haregeweyn Legesse Hailu

I. General Information

Please fill in the following general information about yourself.

a. Sex:

Male Female

b. To which age group do you belong?

Less than 20 20 to 30 years
 30 to 40 years 40 to 60 years

c. What is your current position?

Below Team leader level Team leader/Supervisor
 Division Heads Managers Managers
 Executives Others -----

d. How long have you served in the Bank?

Less than 1 year 2 to 4 years
 II to 10 years above 10 years

II. Questionnaire

1. Your opinion as a professional is highly valued and important to understand workplace ethics please indicate by selecting one alternative how the following statements apply to your workplace or organization.

→ Please choose among the options list below in the table after reading statements under the statement row.

S.N	Statements	Options		
		Yes	No	Uncertain
1	Does your Bank have ethics governance arrangements?			
2.	Does the Bank have a written code of ethics?			
3	If the answer to Q2. Is YES, is it readily available like for example on the Bank’s Website?			
4	During the past year at work, have you been aware of any conduct that you thought either violated the law or your organization’s ethical standards?			
5	Does your organization have mechanism for awareness creation and reporting of unethical behavior?			
6	In your organization’s daily operations, would you say honesty is practiced?			
7	Do the managers and executives of your organization demonstrate high ethical standards?			
8	Does your organization sees formal delegation as having a role in supporting ethical decision making?			
9	Does your organization have a formal risk management plan which addresses ethical conduct			
10	Does your organization communicate its expectations to employees in relation to ethical decision making and behavior?			

S.N	Statements	Options		
		Yes	No	Uncertain
11	Is ethical Behavior rewarded in your organization?			
12	Is unethical behavior punished in your organization?			
13	Are penalties for unethical behavior strictly enforced in your organization?			
14	Is there clear and user friendly complaints and appeals process for customers and clients in your organization?			
15	Have you ever felt pressured to compromise your organization's standards of ethical conduct?			

2. The following table lists a series of work place ethics statements. Kindly choose the alternative that best represents your opinion to the right of each item by marking (√) in the rectangular box under each alternative.

- | | | |
|----------------------|---------------------|------------------------|
| 1. Strongly disagree | 2. Disagree | 3. Moderately disagree |
| 4. Neutral | 5. Moderately agree | 6. Agree |
| 7. Strongly agree | | |

S.N	Statements	1	2	3	4	5	6	7
1	There are no employees who drive personal benefits from their own job potentials and or from potentials of their customers by using their positions and titles							
2	Male employees of the Bank are exposed to more unethical behavior than female							
3	Bankers should place their client's interest before their own							
4	Employees use the Bank's assets and resources productively and only for the designated purpose							
5	Employee benefits like medical, fuel and vehicle are properly utilized							
6	Employees know the core values of the Bank and whatever they do is in the Bank reflects these core values							
7	Employees of the Bank address complaints of customers quickly, appropriately and according to procedures and take corrective action when necessary.							
8	My organization acts responsibly in all its business dealings (with customers, clients, suppliers, etc.)							
9	The presence of clear policy and procedure has reduced the level of abuses of unprofessional lending in the Bank							
10	Greed and lack of professional training are responsible for the some incidence of fraud in the Bank.							
11	The Bank has proper mechanism to ensure employees business conduct, and communications are professional, fruitful, and accurate and reflect its true ethical standards							
12	My supervisors support me in following my organization's standards of ethical behavior							

13	The leaders in the Bank balance the needs of the business with ethical issues appropriately							
14	Most of the frauds in the Bank are due to insiders or collaborators from the Bank							

3. What are the most often committed ethical problems by the bank employees in your organization by your own observation and experience? Please circle the number for each of the following ethical problems as:

Note that:

- 5 → For Ethical problem that is committed always
- 4 → For Ethical problem that is committed usually,
- 3 → For Ethical problem that is committed sometimes,
- 2 → For Ethical problem that is committed rarely,
- 1 → For Ethical problem that is never been committed

S.N	Ethical Problems	Most Committed Ethical Problem				
		5	4	3	2	1
1	Abuse of power					
3	Maladministration					
4	Creating fake document					
5	Non-observance of rules and working procedures,					
6	Collusion					
7	Accepting or demanding bribes and gratification					
8	Deliberate Procrastination of case or mistreatment of clients					
9	Repeated absenteeism or non-observance of office hours					
10	Squabbles, insults and aquarelles with clients					
11	committing an act of misrepresentation or fraudulent act					
12	committing an act of theft or breach of trust					
13	committing an immoral act at the place of work					
14	Committing sexual violence at the place of work					
15	Leaking confidential information outside					
16	Favoritism in performing duties					
17	Abuse of sick leave					
18	Fraud					
19	Personal use of work-related resources					
21	Leaving office during working hours for person cases					
22	Negligence of responsibility					
23	Traffic/trading in official influence					

4. List down the activities that have been carried out in the bank to improve the ethical suitability of the employees.

- 1st _____
- 2nd _____
- 3rd _____

Thank you for patiently responding the questionnaire

APPENDICES

Does your Bank have ethics governance arrangements?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	29	67.4	67.4	67.4
Valid No	4	9.3	9.3	76.7
Valid Uncertain	10	23.3	23.3	100.0
Total	43	100.0	100.0	

Does the Bank have a written code of ethics?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	35	81.4	81.4	81.4
Valid No	4	9.3	9.3	90.7
Valid Uncertain	4	9.3	9.3	100.0
Total	43	100.0	100.0	

If the answer to Q2. Is YES, is it readily available like for example on the Bank's Website?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	10	23.3	27.0	27.0
Valid No	21	48.8	56.8	83.8
Valid Uncertain	6	14.0	16.2	100.0
Total	37	86.0	100.0	
Missing System	6	14.0		
Total	43	100.0		

During the past year at work, have you been aware of any conduct that you thought either violated the law or your organization's ethical standards?

	Frequency	Percent	Valid Percent	Cumulative Percent

	yes	20	46.5	48.8	48.8
Valid	No	17	39.5	41.5	90.2
	Uncertain	4	9.3	9.8	100.0
	Total	41	95.3	100.0	
Missing	System	2	4.7		
Total		43	100.0		

Does your organization have mechanism for awareness creation and reporting of unethical behavior?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	18	41.9	43.9	43.9
	No	16	37.2	39.0	82.9
	Uncertain	7	16.3	17.1	100.0
	Total	41	95.3	100.0	
Missing	System	2	4.7		
Total		43	100.0		

In your organization's daily operations, would you say honesty is practiced?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	23	53.5	56.1	56.1
	No	9	20.9	22.0	78.0
	Uncertain	9	20.9	22.0	100.0
	Total	41	95.3	100.0	
Missing	System	2	4.7		
Total		43	100.0		

Do the managers and executives of your organization demonstrate high ethical standards?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	16	37.2	38.1	38.1

	No	12	27.9	28.6	66.7
	Uncertain	14	32.6	33.3	100.0
	Total	42	97.7	100.0	
Missing	System	1	2.3		
Total		43	100.0		

Does your organization sees formal delegation as having a role in supporting ethical decision making?

		Frequency	Percent	Valid Percent	Cumulative Percent
	yes	20	46.5	48.8	48.8
Valid	No	11	25.6	26.8	75.6
	Uncertain	10	23.3	24.4	100.0
	Total	41	95.3	100.0	
Missing	System	2	4.7		
Total		43	100.0		

Does your organization have a formal risk management plan which addresses ethical conduct

		Frequency	Percent	Valid Percent	Cumulative Percent
	yes	21	48.8	50.0	50.0
Valid	No	5	11.6	11.9	61.9
	Uncertain	16	37.2	38.1	100.0
	Total	42	97.7	100.0	
Missing	System	1	2.3		
Total		43	100.0		

Does your organization communicate its expectations to employees in relation to ethical decision making and behavior?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	23	53.5	54.8	54.8
	No	9	20.9	21.4	76.2

	Uncertain	10	23.3	23.8	100.0
	Total	42	97.7	100.0	
Missing	System	1	2.3		
Total		43	100.0		

Is ethical Behavior rewarded in your organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
	yes	7	16.3	16.3	16.3
Valid	No	27	62.8	62.8	79.1
	Uncertain	9	20.9	20.9	100.0
	Total	43	100.0	100.0	

Is unethical behavior punished in your organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
	yes	31	72.1	73.8	73.8
Valid	No	5	11.6	11.9	85.7
	Uncertain	6	14.0	14.3	100.0
	Total	42	97.7	100.0	
Missing	System	1	2.3		
Total		43	100.0		

Are penalties for unethical behavior strictly enforced in your organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
	yes	17	39.5	40.5	40.5
Valid	No	13	30.2	31.0	71.4
	Uncertain	12	27.9	28.6	100.0
	Total	42	97.7	100.0	
Missing	System	1	2.3		
Total		43	100.0		

Is there clear and user friendly complaints and appeals process for customers and clients in your organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	23	53.5	56.1	56.1
	No	11	25.6	26.8	82.9
	Uncertain	7	16.3	17.1	100.0
	Total	41	95.3	100.0	
Missing	System	2	4.7		
Total		43	100.0		

Have you ever felt pressured to compromise your organization's standards of ethical conduct?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	10	23.3	25.6	25.6
	No	24	55.8	61.5	87.2
	Uncertain	5	11.6	12.8	100.0
	Total	39	90.7	100.0	
Missing	System	4	9.3		
Total		43	100.0		