WORK ETHICS AND EMPLOYEE PERFORMANCE IN GOVERNMENT OWNED

ENTITIES: A CASE STUDY OF UGANDA CIVIL AVIATION

AUTHORITY ENTEBBE INTERNATIONAL AIRPORT

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DECLARATION

I, **David Livingstone Rusoke**, hereby declare that this is my original work, and has never been presented to any institution of higher learning for the award of an academic qualification. Where other people's work has been used, they have been dully acknowledged.

Signature: ……………………………………… Date: …………………………………

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APPROVAL

This is to certify that this dissertation has been done under my supervision and is now ready for submission to the University of Kisubi (UNIK).

Signature: ………………….....   Date: ………………………...

Ms. Asiimwe Viola

University Supervisor

DEDICATION

I dedicate this work to my family

ACKNOWLEDGEMENT

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ACRONYMS

CVI: Content Validity Index

HR: Human Resource

ICAO: International Civil Aviations Organisation

SARPS: Standards and Recommended Practices

SD: Standard Deviation

UCAA: Uganda Civil Aviation Authority

ABSTRACT

The study examined the effect of work ethics on employee performance in Government owned entities using a case study of Uganda Civil Aviation Authority. The study sought to answer the following questions: what is the effect of integrity; employee commitment; and work attitude on employee performance? The study used a case study survey employing both qualitative and quantitative research approaches to enable a triangulation of data on the variables under study. A sample of 169 respondents was selected using simple random and purposive sampling. Questionnaires and interviews were the data collection instruments used by the researcher. Quantitative data was summarized, sorted, edited and analyzed using Pearson's correlation and regression analysis with the help of statistical packages for social scientists (SPSS) version 25.0 and Microsoft office excel. The findings were presented in a report format. During the course of presenting the qualitative data, narratives were included from interviews to emphasize basic opinions. The study established a significant moderate positive relationship between integrity and employee performance (r = 0.301), a significant moderate positive relationship between employee commitment and performance (r =0.312); and a significant weak positive relationship between the work attitude and employee performance (r = 0.265). The researcher consequently concluded that integrity, employee commitment and work attitude have a significant positive effect on employee performance at UCAA. The researcher recommended that employees' integrity and commitment should be strengthened; and work attitude should be given positive attention since an improvement in work attitude would lead to an improvement in employee performance.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study sought to examine the effect of work ethics on employee performance in Government owned entities, a case study of Uganda Civil Aviation (UCAA). The independent variable of the study was work ethics and the dependent variable was employee performance. This is an introductory chapter that details the background to the study, problem statement, purpose of the study, objectives of the study, research questions, scope of the study and significance of the study.

1.1 Background to the study

This was presented in four different perspectives namely; historical, theoretical, conceptual and contextual.

1.1.1 Historical perspective

Employees' ethical conducts in organizations is not new concept issues and makes most of the newspaper headlines over and over again. Historically, Ethics has a protestant origin but the historical roots of work ethics programs were originally implemented in the defense industry to help organizations comply with the increased regulation following a series of scandals. The whole idea present work as a religious and moral obligation, and is now widely used as a simplified popular version of the concept, especially in the context of explanations for employees' performance, organizational performance and productivity. In the United States, ethic was introduced and diffused by religious groups in the 1930s. The development of work ethic was aided by the country's vast natural resources and the belief in America as the land of opportunity, as well as wartime patriotism (Fajana, 2016).

Steinberg (2014) argued that ethics in the world of organization's business involve "ordinary decency" which encompasses such areas as integrity, honesty and fairness. Behaving in an ethical manner is seen as part of the social responsibility of individuals in any organization so as to ensure its stability and survival (Adenubi, 2010). Geetu (2013) reveals that organization cannot ignore ethics. Indeed for some ethics has been added to their corporate values. Numerous researchers suggest that organizational ethics is a major influence in ensuring the attainment of organization objectives. This has influenced the formulation of formal code of ethics which regulate employee's ethical conducts (Peters and Waterman, 2012 as cited by Lok, 1999). It has been observed that more than 85 percent of organizations have developed and distributed organizational codes of conduct so as to significantly affect ethical conducts of their respective employees (Rossy, 2011).

Suggestions show that the existence of formal code of ethics will generally ensure the highest standards of behavior and inhibit unethical conducts amongst organizational members. However, experience shows that these formal codes are often undermined by the adherence to informal codes known as norms which are characterized mainly by isolation and solidarity (Chye, 2014). The increased pressure from stakeholders such as consumers, investors and the community for organizations to behave ethically and in a socially responsible way can no longer be ignored. Today investors' concern on ethical conducts of those who run organizations has greatly increased. Regular disclosures that directors and executives behave unethical reflect badly on the corporate sector as a vehicle for investors' funds (Hian, 2014). Reports of scandals, questionable business and political behavior in many organizations are extremely increasing their frequency. All these heighten attention to the urgent need for corporate governance, corporate social responsibility and organizational ethics.

1.1.2 Conceptual perspective

Work ethics according to Cascio (2013) is the accepted standards in terms of personal and social welfare of employee, their work attitudes, self-discipline and commitment to their assignments. It is the principle of conduct governing an individual or a group in the work place, which makes them conform to the ethical standards thus influencing organizational output level and the resultant profitability level (Velasquaez, 2012). Work ethics can be both individual and organizational. On an organizational level, "organizational ethics is a company's adoption of desired ethical standards and business practices" (Valentine & Fleischman, 2018). On individual level, ethics refers to the individual behavior characteristics, such as values and moral issues that influence ethical conduct of an employee at place of work. For example, the individual set of values that prevent them from using company property for personal use, not to cheat and not to involve in corruption tendencies. The operational definition for work ethics is a set of rules or principles that govern employees regarding what is right and wrong. In this study, work place ethics is operationalized as integrity, employee commitment and work attitudes.

Employee performance is defined by Thamrin (2012) as the quantity and quality of output against inputs by an employee. According to Thamrin, a well-directed employee is a focused employee in terms of expectations and organizational goals, such individual tend to understand product knowledge, procedures and processes, give their best to the organization hence increased performance. Pattanayak (2015) defines employee performance as the contribution made by an individual in the accomplishment of organizational goals. Employee performance in the context of this study is conceptualized as meeting of deadlines, regular attendance to work and achieving set targets.

1.1.3   Theoretical perspective

Various theories have been developed which relate to ethics in the work place, among them including Institutional Theory by William Richard Scot in 1995. The institutional theory provides valuable guidelines for analyzing organizational environment relationships with emphasis on the social expectations, values, rules and norms as the sources of pressure on organizations (Porter & Kramer, 2006). Institutional theory is relevant to this study since it informs how the ethical leadership issues are dealt with within the organizational setting. This theory however has gaps in that some fundamental components of the firms' environments are not fully addressed. The theory survives from the notion that, the firms' behavior is influenced by pressure from stakeholders (Seo & Creed, 2012). Thus, internal organizational factors such as ethical human resource practices are not given key consideration by this theory. The gap that the institutional theory presents, informed the incorporation of the Cognitive Moral Development Theory.

Cognitive Moral Development Theory is premised on the notion that organizations include concerns about ethical behaviour into performance appraisals so as to be able to articulate values-orientation that is integrated across the organization. Ethical behaviour involves principles such as fairness, honesty and concern for others. Ethical leadership thus refrains from any concerns that may cause harm to others (Toor & Ofori, 2013). When unethical situations arise, there might be suspicion among employees that some individuals are not accountable to ethical ideals postulated in the company's policy. With leaders being the key figures for the achievement of organizational goal, they should thus set the tone for ethical behaviour including promotions, appraisals and strategies (Brown & Mitchel, 2010). The theory emphasizes the mode of individuals' reasoning in ethical dilemmas and how they comprehend right or wrong conducts.

For this study, the researcher adopted Cognitive Moral Development theory as suitable for this study because it emphasizes the need for organizations to include ethical behaviour principles such as fairness, honesty and concern for others in their performance appraisal policies.

1.1.4   Contextual perspective

Uganda Civil Aviation Authority was established in 1991 through the CAA Ordinance number 2 of 1991 which was later replaced by the CAA Statute Number 3 of 1994, Cap 354 (www.caa.co.ug). It is responsible for the management of civil aviation in Uganda. As a public regulatory body, UCAA promotes ethical, collegial and professional behviour by its members. UCAA carries out its work in conformity with International Civil Aviation Organization (ICAO) Standards and Recommended Practices (SARPS). Like any other reputable institutions in Uganda, staff ethical code of conduct is enshrined in their HR Manual, which employees are obliged to adhere to. However, cases of unethical conduct by staff have been observed which has had a negative effect on the performance. Some staff deliberately abscond themselves from duty, others merely report for work daily as expected but linger around and never fulfill all the assigned duties, work for less hours, dodge some assignments and arrive late for work. This has led to suspensions, withholding of their pay, issuance of warning letters, and at worst, termination (Kalinda, 2012; Nakelet, 2014). Under performance has been reported on some through staff performance appraisals conducted by external entities contracted by the organisaiton (CAA Report, 2015).

1.2   Statement of the Problem

As a public regulatory body responsible for management of civil aviation in Uganda, UCAA promotes ethical, collegial and professional behviour by its members. UCAA carries out its work in conformity with International Civil Aviation Organization (ICAO) Standards and

Recommended Practices (SARPS). Like any other reputable institutions in Uganda, CAA has a staff ethical code of conduct enshrined in its HR Manual, which employees are obliged to adhere to (CAA Human Resource Report, 2017). Some of the ethical codes of conduct include employee integrity, self-discipline, commitment to their assignments and workplace attitude. It is presumed that observance of work ethics by an individual or a group in the work place makes them conform to the ethical standards thus influencing organizational output level and the resultant profitability level (Velasquaez, 2012).

Despite the ethical code of conduct in place, cases of unethical conduct by staff have been observed. Some staff deliberately abscond themselves from duty, others merely report for work daily as expected but linger around and never fulfill all the assigned duties, work for less hours, dodge some assignments and arrive late for work (CAA Annual Report, 2017). For example, the annual performance appraisal reports of CAA for the year 2011, 2012, 2013, 2014 and 2015 indicated staff negligence, absenteeism and poor time management as the salient vices among employees. In 2014, a total of 22 staffs were non – compliant to work requirements and 6 of them were interdicted for absenteeism. In 2015, appraisal reports for 13 staff members indicated sub optimal levels of job performance characterized by late coming, absenteeism and failure to meet the daily targets set by management, and in 2017, 6 staff members were suspended for unethical conduct while more 9 were being investigation for fraudulent conduct (CAA Human Resource Report, 2017). Under performance has been reported on some staff through staff performance appraisals conducted by external entities contracted by the organisaiton (CAA Report, 2015).

With the ethical code of conduct in place, it is worth finding out why there are still cases of unethical conduct by employees, which could have a negative impact on their performance.

Thus, the current study sought to find out the effect of work ethics on employee performance at UCAA.

1.3 General Objective of the Study

To find out the effect of work place ethics on employee performance in Government owned entities using a case study of Uganda Civil Aviation Authority.

1.4 Specific objectives of the study

1) To examine the effect of Employee integrity on employee performance at UCAA Entebbe International Airport

2) To examine the effect of Employee Commitment on employee performance at UCAA Entebbe International Airport

3) To examine the effect of Work attitude on employee performance at UCAA Entebbe International Airport

1.5 Research Questions

1) What is the effect of Employee Integrity on employee performance at UCAA Entebbe International Airport?

2) What is the effect of Employee Commitment on employee performance at UCAA Entebbe International Airport?

3) What is the effect of Work attitude on employee performance at UCAA Entebbe International Airport?

1.6 Research Hypothesis

1) H_o: There is no significant relationship between work ethics and employee performance at UCAA.

2) H$_i$: There is a significant relationship between work ethics and employee performance at UCAA

1.7   Scope of the study

1.7.1   Geographical scope

This study was carried out at Civil Aviation Authority (CAA) located at the Entebbe International Airport Uganda, Wakiso district, about 40 kilometres from the Kampala, the capital city of Uganda.

1.7.2   Content scope

The study was restricted to two variables; Work ethics as the independent variable was conceptualized as employee integrity, employee commitment and work attitude. On the other hand, the dependent variable employee performance was defined as meeting of deadlines, regular attendance to work and achieving set targets.

1.7.3   Time scope

The study covered UCAA for the past 4 years from 2015 – 2019. This time was chosen because it is during this time that UCAA recorded a decline in employee performance (CAA HR Reports, 2014, 2015, 2017 and 2019).

1.8   Significance of the Study

1.8.1   Civil Aviation Authority

This study is vital and useful to the institution of UCAA in evaluating their employee performance and see how they are affected by employees' ethical conducts.

1.8.2   Researchers

It is expected that future researchers shall benefit from this study because it shall provide them with relevant information on the topic. The study shall act as a source of reference for further studies regarding work ethics in most organizations in Uganda.

1.8.3   Government

The study shall also help the Government and other employers with information which shall help them come up with policies and legislations regarding employee ethical behaviours in organisation.

CHAPTER TWO

LITERATURE REVIEW

2.0   Introduction

The previous chapter looked at the introduction to the study. This chapter consists of literature review, theoretical review and conceptual framework.

2.1   Literature Survey

Lubanga (2010) conducted a study to establish the effect of code of conduct, ethics and established a significant positive relationship between code of conduct and ethics and perceived financial performance of the Ministry of education and Sports. It was found out that Code of Conduct and Ethics is quite instrumental in ensuring good financial performance management in an effort to effectively deliver the services. However, the study only looked at code of conduct and ethics in line with financial performance. It did not look at ethics in relation to employee performance, indicating the gap the current study seeks to bridge.

Namuleme (2012) examined professional ethics in primary schools in Uganda using a case study of selected primary schools in Kampala and Kiboga districts. The study findings revealed that teachers are not knowledgeable about their code of conduct which leaves them in oblivion on what is required of them in the teaching profession, which affects their performance.

Irumba and Mwakali (2017) examined professional ethical dilemmas that confront the performance of construction industry in Uganda using a case study of Nakivubo Kampala city. The study findings revealed that cultivation of ethics amongst construction practitioners has the potential to produce a coherent account of human well-being for guiding construction

development policy and thinking. It was revealed that strengthening the codes of professional ethics and enforcing safety and regulations has a potential to improve performance.

The surveyed literature looked at ethics in relation to financial and general performance. It does not include the specific aspect of how work ethics affect employee performance. Hence, the issue of work ethics in organization and its effect toward employee performance needs to be investigated.

2.2 Theoretical Review

2.2.1 Institutional Theory

The Institutional Theory developed by William Richard Scot in 1995 provides valuable guidelines for analyzing organizational environment relationships with emphasis on the social expectations, values, rules and norms as the sources of pressure on organizations (Porter & Kramer, 2006). This theory is built on the concept of legitimacy rather than efficiency or influence as a primary organizational goal (Porter & Kramer, 2006). The institutional environment is conceptualized as the organizational field, represented by institutions like regulatory structures, government agencies, courts, professionals, professional norms, interest groups, public opinion, laws, rules and social values. Dacin et al. (2012) opines that this theory assumes that an organization conforms to its environment with pressures from stakeholder groups having an effect on how the firm behaves.

Institutional theory is relevant to this study since it informs how the ethical leadership issues are dealt with within the organizational setting. Such a setting may strongly affect the development of formal structures within an organisation. When there is a good working environment, then this may influence the performance of an organization (Uyargil et al., 2010). The theory concerns the

multiple factors that influence a firm's choice of strategic response with strategies on a continuum ranging from passive to active options (Musiega & Chitiavi, 2013). This theory however has limitations in that some fundamental components of the firms' environments are not fully addressed. The theory survives from the notion that, the firms' behavior is influenced by pressure from stakeholders (Seo & Creed, 2012). Thus, internal organizational factors such as ethical human resource practices are not given key consideration by this theory. The gap that the institutional theory presents, informs the incorporation of the Cognitive Moral Development Theory.

2.2.2 Cognitive Moral Development Theory

The Cognitive Moral Development Theory that was adopted for this study argues that if organizations do not include concerns about ethical behaviour into performance appraisals, then organizations will be unable to articulate values-orientation that is integrated across the organization. Ethical behaviour involves principles such as fairness, honesty and concern for others. Ethical leadership thus refrains from any concerns that may cause harm to others (Toor & Ofori, 2013). When unethical situations arise, there might be suspicion among employees that some individuals are not accountable to ethical ideals postulated in the company's policy. With leaders being the key figures for the achievement of organizational goal, they should thus set the tone for ethical behaviour including promotions, appraisals and strategies (Brown & Mitchel, 2010).

The theory emphasizes the mode of individuals' reasoning in ethical dilemmas and how they comprehend right or wrong conducts. Human beings reason at three stages that can be categorized into pre-conventional, conventional and post-conventional. The law of reciprocity is applicable to the pre-conventional personalities who are also generally concerned with avoiding

punishment. Principled personalities make judgements independently by assessing themselves and are most often guided by principles of rights and justice (Crain, 2015). On the other hand, conventional-level personalities look beyond themselves to rules, laws, and expectations of significant others in their environment for direction when deciding what conducts are ethically acceptable (Chentouf, 2013). This makes ethical employees especially managers the most significant source of moral direction as followers heavily rely on their leaders for hints about what behavior is socially and morally acceptable (Weaver, 2016).

This theory informs ethical workplace practices, by seeking to explain the interaction between the employees, their leaders and customers. This is because it explains how people reason in instances of ethical dilemmas and how people gauge what is right. Tang et al. (2008) established that both intrinsic motives and extrinsic motives contribute significantly towards altruistic behaviour. Noblet et al. (2016) revealed that job control and social support were essential predictors of altruistic behaviour.

For Civil Aviation Authority Entebbe International Airport, the debate is whether the organisation has moral employees who can be depended on for boosting organizational performance. What people think, believe and like ultimately has an effect on their performance in the organization. The Cognitive Moral Development Theory proposes that moral judgment can be enhanced with explicit training processes designed to challenge the thinking of individuals by establishing cognitive conflict (Gibbs, 2010). Thus, the organisaton's Human Resource can adopt employee development method to ethics training. Managers should thus create enabling environments that seek to encourage and mentor employees. Employees who are most likely to find themselves needing to make autonomous decisions in ethically abstruse

situations could likely profit from similar training methods. Organizational policies should be well defined both in the organizational and psychological climates (Jensen, 2012).

According to the theory, to promote a values-oriented and integrated ethics program, organizations should incorporate concerns for ethics and fairness in the appraisal processes. Without ethical considerations in Human Resource Management (HRM), it becomes impossible to have a sense of fairness among employees. For evaluation, the performance goals used in the process must be unswerving with, and supportive of overall ethical goals and principles. For example, performance goals should focus on means as well as ends. Scholars such as (Greene et al., 2018) attribute this theory for the adequate explanation of human behaviors.

2.3   Review of Related Literature

The literature was reviewed in correspondence with the study objectives in chapter one

2.3. 1 Integrity and Employee Performance

Integrity has significant and direct impact on the quality of job performance (Cullen & Sackett, 2014). However, only few employees appreciate the responsibility of promoting integrity (Baxter, Dempsey, Megone & Lee, 2012), forgetting that employee integrity is a vital component of productive work relationship (Cameron, 2013). Baxter et al. (2012) defines integrity as wholeness of character, ethical values, identity, consistency, transparency, openness and standing for something. It can be perceived as internalized set of values and principles that function as the norms and standards that one lives by and that direct all ones actions and decisions (Lennick & Kiel, 2015). This view is based on moral compass which Barnard et al. (2017) saw as one of the arm of integrity, the moral campus is having and living according to a core self-values and principles.

Integrity encapsulates self-motivation and drive, moral courage and assertiveness, honesty, consistency, commitment, diligence, self-discipline, responsibility, trustworthiness and fairness (Barnard et al., 2017). An employee with integrity fosters trusting relationships with clients, co-workers and supervisors. Co-workers value the employee's ability to give honest feedback. Clients trust the employee's advice. Supervisors rely on the employee's high moral standards, trusting him not to steal from the company or create problems. While it is unarguable that the level of responsibility to job by employees varies in terms of effort and time, a higher sense of responsibility affects how an employee works and the amount of work carried out. Lack of responsibility infers poor or low effort and time allocated to duties by employees. In order to promote high sense of responsibility among workers, organizations must establish positive work ethics. When employee feels personally responsible for job performance, efficiency and effectiveness is often the order of the day.

Unethical conducts affect the overall organsational performance (Muafi, 2011; Qiu & Peschek, 2013; Robbins & Judge, 2017). Integrity should be fused with employee commitment since organisatonal productivity is directly proportional to employee level of commitment and satisfaction (Arnold, 2009; Bergman, 2016). Integrating values of integrity into the day-to-day operation of an organisation will promote employees ethical behaviour, prevent damaging lapses while tapping into human instincts for moral though/action and as well enhanced sustained productivity (Bergman, 2016).

Professional managers with integrity develop system to ensure that work is completed error free, with minimal waste of time or resources, and in right quality. They check on other factors which may influence the performance of employees especially the incumbents who would otherwise manipulate work quality level for reasons known to them such as poor pay, lack of recognition,

unfair labour practices, denial of promotion (Tolbize, 2008). A self-disciplined worker stays focused on his goals and is determined to complete his assignments on record time without compromising excellent performance. It takes a certain level of commitment to finish your tasks every day. Workers in this category cherish organization image and show a high level of commitment to the organization values, always ensuring they perform well.

2.3.2 Employee Commitment and Employee Performance

Employee commitment is a degree to which employee feels attached, loyal and dedicated to the organisation goals and objectives (Akintayo, 2010; Zheng and Sharan, 2010; Ongori, 2017). It is the attachment an employee has on the organization due to his/her experiences. Most organizations have realized that the employees' commitment is fundamental in determining organization performance and productivity (Zheng and Sharan, 2010; Biljana, 2014). The benefits of employee commitment to the organization are numerous including; reduced employee absenteeism, improved active engagement, reduced employee turnover and increased sustainable productivity (Bhatti, Nawabn& Akbar, 2011). Employee commitment facilitates increased productivity since employee morale is enhanced (Rajendran & Raduan, 2015). Employee commitment brings about loyalty, regular attendance of work, shared organizational goals by the employees and reduces chances of employees leaving the organization even in difficult times (Camilleri, 2012; Habib, Khursheed & Idrees, 2010).

Employees are more committed to organizations, in which the top management represents highly ethical and credible standards, supporting and rewarding ethical conduct, and disciplining unethical behavior (Trevino et al., 2017). A study showed that managers, who believe in the credibility of their senior management, feel more attached and committed to the organization (Posner & Schmidt, 2012). Stevens et al, (2015) also found that financial managers are willing to

consider the company's code of ethics in the decision- making process when they are obliged to do so, when faced with pressure from the company's stakeholders or, if and when they believe that a code can promote a better external image of the company. Much research has focused on understanding the factors that influence ethical conduct in organizations, specifically the conduct of its members. However, employees express the company's organizational ethics in the way they are personally treated (Trevino & Nelson, 2013).

Understanding employee commitment as an employee attitude is important because it has an important effect on organisational performance (Rayton, 2006). The workplace is changing dramatically and demands for highest quality of products and service expectations are ever increasing. To remain competitive in the face of these pressures, employee commitment is crucial (Simpson, 2010). Commitment of the employees is very key for the success of the organisation. For example, Ivancevich et al. (2015) found that "research evidence indicates that the absence of commitment can reduce organisational effectiveness.

2.3.3   Work Attitude and Employee Performance

Attitude towards work is about how employees feel regarding various aspects of their working surroundings (Carpeter et al, 2009). Each individual has unique attributes that distinguishes him from others. With the nature of organisation where many people are recruited with different personalities, they may develop certain attitudes towards fellow employees and the organisation.

Various studies have been conducted about the relationship between work attitude and productivity, and various facts have been identified to be responsible for this. Studies done by Kenrick, Neuberg and Ciadini, (2005); Salau, Faiola, and Akinbode (2014); Aluko (2007) revealed that factors such as industrial harmony, affection, recognition, friendliness and freedom

make argued that employees work attitude favourable to organizations thus, enhancing organizational productivity. In cases where these factors are ignored, intention leave, sabotage, absenteeism, labour turnover, low morale and productivity become rampant. Unfavourable work attitudes may also arise from the poor working relationship of employees with their managers that is associated with lack of lack of recognition and flextime, inequality, inconsistent promotion and payment of salary, lack of training, development and career opportunities (Kenrick, Neuberg & Ciadini, 2015; Obasi, 2013).

Other factors that influence an employee's attitude towards work and organizational productivity include increased industrial hazard and inadequate employment protection (Salau, Faiola and Akinbode, 2014). An employee that is not given satisfactory pay, working under unfavourable environment and company policies may develop negative attitudes towards work which may affect their performance at work. When the performance of an employee is negatively affected, it hinders the achievement of set targets which ultimately affects the overall organisational performance. It is therefore important to note that the attitude of an employee towards work consequently affects his or her performance at work. Organisations therefore, should have formal and inform policies laying down the cultural and ethical values, procedures and standards which are established to guide the conduct, attitude and behavior of employees in the workplace (Kate and Masako, 2012).

2.4   Conceptual Framework

Independent Variables (IV)   **Dependent Variables (DV)**

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┌─────────────────────────────┐          ┌─────────────────────────────────┐
│        WORK ETHICS          │          │    EMPLOYEE PERFORMANCE         │
│   • Integrity               │ ───────► │   • Meeting of deadlines        │
│   • Employee commitment     │          │   • Regular attendance to work  │
│   • Work attitude           │    ▲     │   • Achieving set targets       │
└─────────────────────────────┘    │     └─────────────────────────────────┘
                                    │
                       ┌────────────────────────────┐
                       │  INTERVENING VARIABLES (EV) │
                       │   • Organisational policies │
                       │   • Political environment   │
                       └────────────────────────────┘
```
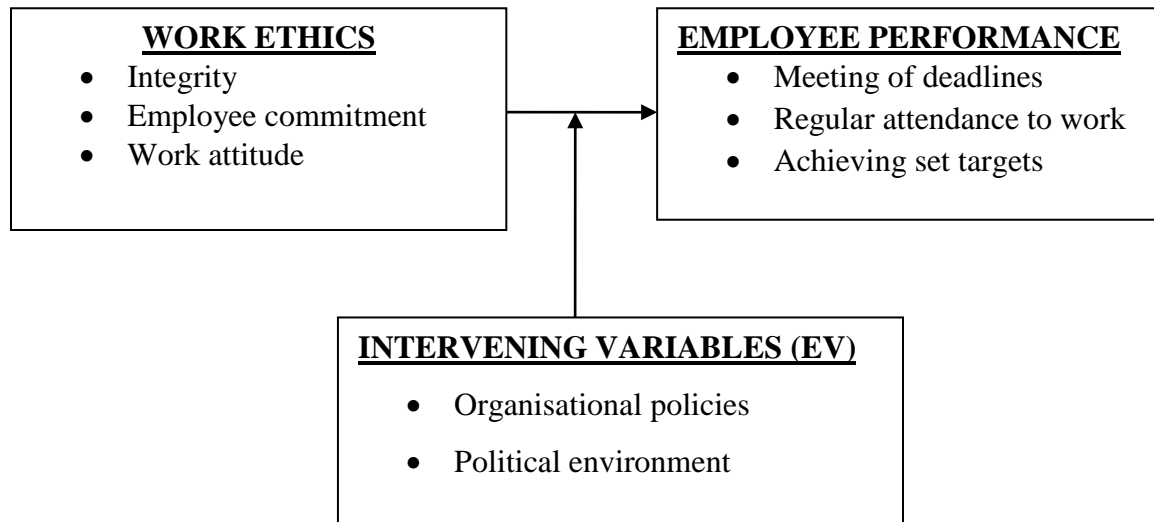
Figure1.1: Conceptual framework

Source: Adopted from *Mehta(2010) and modified by researcher (2020)*

Figure 1.1 above, shows the relationship between Work ethics and employee performance. The assumption is that once the dimensions of the independent variable mentioned above are in place, then the outcome is good employee performance; however, there exists intervening variables organizational policies and political environment which may affect the interaction between the variables.

19

CHAPTER THREE

METHODOLOGY

3.0   Introduction

This chapter focuses on the techniques that were used to obtain the required data for the study. It includes the research design, study population, sample size selection, sample techniques, among others as explained below.

3.1   Research Design

This study adopted a case study research design. A case study research design is an intensive descriptive and holistic analysis of a single or number of entities or a bounded case (Oso & Onen, 2008). It is based on this that UCAA was chosen as case study area. A case study design was chosen because it is a very powerful form of analysis that involves a careful and complete observation of a social unit irrespective of what type of unit is under study (Daniel and Sam, 2011). The study was descriptive and analytical in nature. It was descriptive in a sense that the researcher aimed at collecting data in order to answer questions concerning the current status of the subject under study.

The study adopted positivism research philosophy because it places a heavy emphasis on objectivity. A mixed research approach was used to collect primary data which related to positivism. The quantitative approach was closely connected to positivism research philosophy, where the researcher collected and interpreted data in accordance with the study objectives. This research approach was chosen because it is more reliable and objective and it allows for collecting numeric data on observable individual behavior of samples, then subjecting these data to statistical analysis (Amin, 2005). However, some kind of data may not be collected by quantitative approach thus, this approach was complemented by qualitative approach. A

qualitative approach on the other hand was used to enable the researcher capture data that was left out by the quantitative approach. The use of the two approaches helped the researcher to eliminate deficiencies that would arise by employing a single approach.

3.2   Study Population

Study population refers to the total collection of all members or groups of interest in a particular study (Amin, 2005). UCAA has a total population of about 1,130 staff (CAA Human Resource Records, 2018). However, the study targeted accessible population of 300 respondents from the Human Resource Department who comprised of managers and operational staff. This population was selected because they had the information required for the study.

3.3   Sample Size selection

Oso & Onen (2008) defines a sample as "part of the target (or accessible) population that has been procedurally selected to represent it." Given that the study population was large, a sample size of 169 respondents was selected from a study population of 300 and used to represent the views of the entire population. A sample size was selected using a statistical table of Krejcie & Morgan (1970) as cited by Amin (2005). Krejcie and Morgan table suggests a corresponding simple size from a given population (See Appendix iv).

Table 3. 1: Sample Size selection

Category	Population (N)	Sample Size (n)	Sampling Technique
Management	12	6	Purposive sampling
Operational Staff	288	163	Simple random sampling
Total	**300**	**169**	

Source: Researcher (2020)

3.4   Sampling Techniques

3.4.1   Simple Random Sampling

In using this technique, paper were marked with letters X and Y, folded and put in a box. They were then joggled in each of the departments that took part in the study. The staffs that picked papers marked Y were selected for the study while those who picked those tagged X were left out. This technique was used because it allows everyone an equal chance of being selected to take part in the study, thus, it reduces biasness.

3.4.2   Purposive sampling

This technique was used to select managers from the top management. This technique was used because it allows the researcher to use respondents who possess the required information hence inexpensive and quick (Sekaran, 2003).

3.5   Data Collection Sources

3.5.1   Primary Data

A primary data source is an original data source, that is, one in which the data are collected firsthand by the researcher for specific research purpose or project (Persaud, 2010). Primary data included data from respondents in the field. Primary data was got from face to face interviews and questionnaires. Primary data was used because it helps the researcher directly interact with the source of information and get the data that is original and not analyzed to suit specific premises (Amin, 2003).

3.5.2   Secondary Data

A secondary source is a source that provides non – original or secondhand data or information (Galvan, 2013). To obtain secondary data, a systematic literature review which involves

undertaking a comprehensive search for all the relevant works on a subject matter was undertaken (Chen, 2017). Thereafter, Secondary data was obtained through review of documents such as Human resource manuals, annual reports and other already existing literature on the subject under study. Secondary data source was used because it is cost effective and the best to use where a network of data archives in which survey data files are collected is readily available.

3.6 Data collection methods

3.6.1 Questionnaire Method

Using the questionnaire survey, the researcher developed a questionnaire that included specific objectives of the study for respondents to complete in writing. The questionnaire had both open and closed ended questions. The questions covered various components of work ethics which included integrity, employee commitment and work attitude. These were compared against employee performance. The items in the questionnaire were anchored on a 5 point Likert scale ranging from strongly disagree (1) to strongly agree (5). The questionnaire also contained demographic characteristics of respondents such as gender, age, qualification and years in service. This method was used to capture data from the operational staff. Questionnaire method was preferred because it allows respondent's freedom in answering the questions and questions can be answered at the respondent's convenient time.

3.6.2 Interview Method

An interview method was used to collect data from key informants who comprised of top management staff. Face to face interviews were conducted. Interview method was used because it enables the researcher to gather in-depth information around the topic to meet specific needs. Through the use of this method, the researcher was able to clarify unclear issues in the questionnaire to the respondent. The data collected through this method helped the researcher in

clarifying data collected by the structured questionnaires since it involved a face to face interface and it also provided a whole range of views.

3.6.3   Document Review Method

Document review method was used to collect secondary data. Under this method, the researcher reviewed documents in order to obtain recorded information that is related to the issue under investigation. The documents reviewed include annual reports, Human Resource manuals and other already available related literature both in soft copy and hardy copy. This method was used because it enables the researcher access data at his convenient time, obtain data that is thoughtful in that the informants had given attention in obtaining them and enables the researcher obtain data in the language of the respondent (Oso & Onen,2008).

3.7   Data collection Instruments

3.7.1   Questionnaire Guide

The self-administered questionnaire was developed and delivered by the researcher to the respective staff in the Human Resource department of UCAA. The questionnaire guide contained questions seeking answers regarding work ethics and employee performance. Respondents were asked to fill the questionnaires and the researcher picked them after they had been fully completed. The questionnaire guide was used because it allows greater uniformity in the way questions are asked, ensuring greater compatibility in the responses (Cooper and Schindler, 2006). The structured questions were anchored on a five point likert scale, where respondents were required to indicate their views on a scale of 1 for strongly disagree to 5 for strongly agree.

3.7.2 Interview Guide

Interview guide was designed and used to obtain information from key respondents. Face-to-face discussions were conducted in English with managers from Human Resource Department of UCAA. Structured interview guide was developed to aid obtaining data through seeking clarity on the structured questions in the questionnaires.

3.7.3 Document Review Check List

Document review guide was used by the researcher to review documents both in hard copy and electronically including annual reports, Human Resource manuals and other already available related literature.

3.8 Data Quality Control

3.8.1 Validity

Validity is the ability of a research instrument to collect data that is justifiable; that is, being able to measures what is intended to measure (Odiya, 2009). The researcher gave instruments to two research experts who commented on the relevance of the items in the instruments. A detailed discussion was made with them regarding purpose of the study, content and language in the research instruments. The researcher then modified the researcher instruments by removing unclear questions and remaining with only those relevant for the study objectives. Content Validity Index (CVI) was also determined using the formula:

CVI = Number of items rated right

       Total number of items in the tool

Judge 1:

$$CVI = \frac{34}{40} = 0.85$$

Judge 2:

$$CVI = \frac{32}{40} = 0.775$$

Therefore, Average of content validity index was

CVI $\dfrac{1.625}{2}$ = 0.8125

The obtained CVI was 0.81 greater than 0.7 thus accepted as valid for the study as suggested by Odiya (2009).

3.8.2 Reliability

Reliability is the degree to which a study produces consistent results if conducted over and over again following the same procedure (Yin, 2009). To measure reliability, the researcher instruments were piloted to 10 people other than those of UCAA, using a questionnaire with each question having a 5 point likert scale from 5 for strongly agree to 1 for strongly disagree, to establish consistence in responses. The sample of 10 was selected based on the characteristics they had which were similar to that of the final targeted respondents. The questionnaire was later modified putting in consideration the responses from the piloted respondents. This helped the researcher to get improved responses from the final targeted respondents. Cronbach's Alpha coefficient was also performed where the responses were entered into SPSS and analysis performed as shown in the table below.

Table 3.2: Reliability test

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.821	.823	40

Source: *Primary Data (2020)*

From table 3.2, a Cronbach's Alpha value of 0.823 was obtained which was greater than 0.7 thus, it was rendered reliable as suggested by Mugenda & Mugenda (2007).

3.9   Data Collection Procedure

Upon approval of the research proposal, the researcher got a letter from the University of Kisubi, and presented it to UCAA seeking for permission to conduct a study from their organisation. After receiving permission to conduct the study from UCAA, the process of data collection formally began. The researcher distributed questionnaires to the respondents and told them to fill them and return them after completion to the research assistants who then gave them back to the researcher fully completed. Phone call follow – ups were made to ensure that questionnaires are filed and know when they are ready for pick up. In a similar way, interviews were arranged and consequently held with the respondents and they approximately lasted for a period of 20 – 30 minutes and were conducted at the time convenient for the respondents.

3.10   Data Analysis

Data analysis, according to Sekaran (2005), "involves a number of closely related operations which are performed with the purpose of summarizing the collected data and organizing them in such a manner that they answer the research questions".

3.10.1 Analysis of quantitative data

Data was analyzed using Pearson correlation coefficient and regression analysis to establish the relationship between implementation strategy and program performance as suggested by (Sekaran, 2003). Frequencies and percentages were used to analyse respondents background information, whereas, mean and standard deviation were used to analyse respondents' opinions about the subject under investigation. Data was presented using tables.

3.10.2 Analysis of qualitative data

Qualitative data was classified into broad themes and categories and closely examined and compared for similarities and differences, from where narratives were included from interviews to emphasize certain basic facts during the process of presenting quantitative data.

3.11 Ethical Consideration

Each respondent was assured of confidentiality of the information collected and their identity was kept anonymous. This was ensured by making sure that the respondents names are not included anywhere and the information corrected is strictly used for academic purposes. Respondents were also assured that their information would not be exposed to the third party.

All data collected was kept under safe custody of the researcher. In undertaking this study, the general ethical guidelines of informed consent, right to privacy and protection from harm (physical, emotional or any other kind) were followed.

3.12 Limitations of the study

The study only looked at three dimensions of work ethics leaving a side other aspects thus a limitation in the scope. The study also involved gathering second hand data through analyzing some of the documents, which in certain instances did not contain specific information for the research in question. That notwithstanding, data so gathered through secondary sources was supplemented with primary data from the field by the researcher himself.

Some respondents were unavailable due to covid – 19 restrictions and others did not have enough time to give required information due to their busy schedules, this hindered effective data collection and findings. However, the researcher addressed this problem by making a follow-up

to allow them respond at their most convenient time. In some cases, e-mails and phone calls for follow-ups were utilized extensively.

Lastly, the research was limited by aspects of confidentiality where some of the respondents were not willing to avail their feedback due to fear of victimization from their superiors. However the researcher minimized this by assuring respondents that the data gathered from them would be treated with utmost confidentiality

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0   Introduction

This chapter presents, analyses and interprets the study findings.

4.1   Analysis of Response Rate

The study targeted a sample of 169 respondents, out of which 163 questionnaires were printed and distributed to the sample and 6 key informants (management) were purposively selected for the interviews. Presented in Table 4.1 is the response rate of the study.

Table 4.1: Response Rate

	Frequency	Percentage (%)
Total number of Questionnaires distributed	163	100
Questionnaires returned fully completed	155	95

Source: *Primary data, 2020*

As seen in table 4.1, out of 163 questionnaires distributed, a total of 155 questionnaires were returned fully completed giving a response rate of 95% which was accepted for the study.

4.2   Demographic Characteristics of the Respondents

The study explored respondents' gender, education level and duration the respondents had spent at UCAA. This was intended to show whether respondents had qualities that would make their responses reliable.

4.2.1   Gender of the Respondents

Respondents were asked to select their gender. The distribution of their responses on gender is shown in table 4.2.

Table 4.2: Gender of respondents

Gender	Frequency	Percent
Male	83	53.5
Female	72	46.5
Total	**155**	**100.0**

Source: primary Data 2020

From the table 4.2, 53.5% of the respondents were male and 46.5% were female. This implied that the gender at UCAA was skewed towards male than females as per this study. It could also imply that more males were involved in this study than females.

4.2.2 Education level

Table 4.3: Distribution of Respondents by Education level

Education level	Frequency	Percent
A - Level	26	16.8
Diploma	29	18.7
Bachelor's degree	85	54.8
Masters degree	15	9.7
Total	**155**	**100.0**

Source: *Primary Data (2020)*

Table 4.3 indicates that majority of the respondents 85(54.8%) were bachelor's degree holders, implying that most of the respondents had the required knowledge to understand and answer the questions that were being asked to them.

4.2.4 Respondents by duration at work

Respondents were asked for how long they had been at UCAA, results are summarized in table 4.4.

Table 4.4: Duration at work

	Frequency	Percent
Less than one year	11	7.1
1-3 years	26	16.8
4-6 years	41	26.5
7 -9 years	56	36.1
Above 9 years	21	13.5
Total	**155**	**100.0**

Source: *Primary Data (2020)*

From table 4.4, majority of the respondents 36.1% had been at UCAA for the period of 7 – 9 years, followed by 26.5% who had been there for the period of 4 – 6 years. 16.8% had been at CAA for the period between 1 – 3 years, 13.5% had been there for over 9 years and only 7.1% for the period of less than one year. This implied that majority of the respondents had good experience since they had worked at UCAA for many years.

4.3 Presentation of descriptive Statistics

In this section, descriptive statistics were presented using Mean (M) and Standard Deviation (SD). The Mean shows the incidence of a response and standard deviation (SD) shows the variability among the responses where, SD > 0.49 is interpreted to show high variability among the responses.

4.3.1 Integrity and employee performance

Table 4.5 shows the results on effect of integrity on employee performance

Table 4.5: Effect of employee integrity on employee performance

Statement	Mean	Std. Deviation
I follow organizational rules and regulations which has helped me perform better	4.81	.494
I endeavor to do right even if I know can get away with doing wrong	4.03	.489
I have respect for authority and fellow employees while executing my obligations	4.73	.792
I conduct my duties in a honest manner which has helped me achieve my set targets	3.61	.894
There are cases of unnecessary absenteeism by the staff which affects their work schedules	4.86	.362
Some employees use office equipment for their personal use instead of using them only for office use	4.82	.402
Some employees steal organizational property which affects performance	1.29	.924
Employees are found of late coming which affects their performance	4.01	.542
Employees are found of gossiping which affects teamwork and their performance at work.	2.91	.657
Global mean and Standard Deviation	**3.90**	**0.63**

N = 155

Legend: *4.21-500 (very high); 3.41-4.20 (high); 2.61-3.40 (moderate); 1.81-2.60 (low); 1.00-1.80 (very low).*

Source: primary Data 2020

According to table 4.5, respondents we asked whether they follow organizational rules and regulations which has helped them perform better, a big number of respondents agreed to this statement (M = 4.81 and SD = 0.494). Likewise respondents agreed to the statements that: they endeavor to do right even if they know can get away with doing wrong (M = 4.03 and SD = 0.489); have respect for authority and fellow employees while executing their obligations (M =

4.73 and SD = 0.792); they conduct duties in a honest manner which has helped them achieve the set targets. The outcomes showed that the four statements generated very high mean scores and low standard deviations, this implied that employees follow organizational rules and regulations, have respect for authority and fellow employees and conduct duties in a honest manner, which has helped them perform better. The high standard deviation of (0.792) shows high variability among respondents, which points to differences in knowledge, perception and bias as well.

Regarding whether employees are found of late coming which affects their performance, the responses were in agreement to the statement (M = 4.01 and SD = 0.542). There was also agreement to the statement that there are cases of unnecessary absenteeism by the staff which affects their work schedules (M = 4.86 and SD = 0.362). Likewise respondents agreed to the statement that some employees use office equipment for their personal use instead of using them only for office use (M = 4.82 and SD = 0.402). The results showed high mean scores implying that there are cases of late coming, absenteeism and using of office equipment by employees for their personal use other than office use. In support to this, majority of the managers interviewed opined that:

> *"True we have had cases of some employees arriving late for work and unnecessary absenteeism from work by a section of employees, however, these cases are minimal. In such incidences, employees have been warned to desist from such practices which are unethical and could have a devastating effect on their performance."*

When respondents were asked whether there are incidences of some employees stealing organizational property which affects performance, the outcome showed disagreement (M = 1.29 and SD = 0.927). Likewise there was a disagreement to the statement that employees are found

of gossiping which affects teamwork and their performance at work (M = 2.91 and SD = 0.657). The results showed low mean scores implying that there are no incidences of gossiping among employees neither do some employees steal company property. Majority of the managers interviewed agreed to this finding and this is what they had to say:

> *"Employees are well aware of the repercussions of engaging in unprofessional conducts, therefore they try not to fall victims. For example, stealing would lead to dismissal and prosecution in courts of law."*

Overall, the study showed that integrity has an effect on employee performance as observed from the high global mean of (3.90), the SD of 0.63 showed a fair variability meaning that despite the difference in opinions, the contrast between the opinions was not so high. The variability can be explained by limited sharing of information and possible bias among respondents due to differences in attitudes and perceptions. In complement to this finding, majority of the managers interviewed said that:

> *"Employees with integrity are more dedicated, adhere to organizational procedures, are honest and do their best to realize organizational goals. For example, a person of integrity cannot engage in conducts that are contrary to organizational rules such as coming late. They are thus reliable and are instrumental to organization success."*

4.3.2 Employee commitment and employee performance

The results to this effect are shown in table 4.6

Table 4.6: Effect of employee commitment on performance

Statement	Mean	Std. Deviation
I would recommend the company to others as a good place to work.	4.90	.305
I am willing to work for the company as long as the company needs me.	3.94	.589
I don't think I want to work anywhere except here	1.75	1.351
My organization inspires me to give my best to work	4.72	.689
I am committed to contribute to attainment of organizational goals	2.34	.900
The organizational has high work morale that motivate me to work harder to contribute to organizational success	4.21	.456
I am glad I choose to work for this organisation	4.31	.497
I enjoy providing the best services to the organisation's customers	4.01	.445
I am willing to offer my best to help this company succeed.	4.00	.443
I am proud to be part of my section/department/service.	2.72	.972
Global Mean and Standard Deviation	**3.69**	**0.66**

N = 155
Legend: *4.21-500 (very high); 3.41-4.20 (high); 2.61-3.40 (moderate); 1.81-2.60 (low); 1.00-1.80 (very low).*

Source: primary Data 2020

From table 4.6, the most highly rated statements included; the organizational has high work morale that motivate employees to work harder to contribute to organizational success (M = 4.21 and SD = 0.456); employees are glad to work for the organization (M = 4.31 and SD = 0.497); employees give the best services to the organisation's customers (M = 4.01 and SD = 0.445); employees are willing to offer their best to help this company succeed (M = 4.00 and SD = 0.443); the organization inspires employees to give their best (M = 4.72 and SD = 0.689);

employees would recommend the company to others as a good place to work (M = 4.90 and SD = 0.305). The results implied that the organizational has high work morale that motivate employees; inspire them to work harder to contribute to organizational success. These results had varying Standard Deviation (SD) showing fair variability meaning that despite the difference in opinions, the contrast between the opinions was not so high.

Regarding whether employees are willing to work for the company as long as the company needs them, the outcome showed agreement (M = 3.94 and SD = 0.589). This implied that respondents are willing to keep working with the company as long as the company needs them. However, respondents disagreed to the statement that they don't want to work anywhere except UCAA (M = 1.75 and SD = 1.351). Likewise a bigger number of respondents disagreed to the statement that they are proud to be part of the department the work with (M = 2.72 and SD = 0.972). The results demonstrated low mean scores and high standard deviation, implying that respondents were not satisfied with their departments and would want to work somewhere else given the opportunity. These statements displayed high variability with SD ranging between 0.900 and 1.351, indicating sharp contrast in the opinions amongst respondents. However, majority of the key informants disagreed with this finding and this is what they had to say:

"Employees at UCAA love their work and always delivery except in few cases. They are committed to their work because there are rare cases of employees leaving CAA for other organizations, except where they have been terminated."

The overall mean score of 3.66 and standard deviation of 0.66 implied that employee commitment has an effect on employee performance. The high standard deviation of 0.72 showed a sharp contract on the respondents' view regarding effect of integrity on employee performance, which can be explained by the differences in the respondents' opinions.

4.3.3 Work attitude and employee performance

The results onto this effect are presented in table 4.7, using mean and standard deviation.

Table 4.7: Effect of work attitude on employee performance

Statement	Mean	Std. Deviation
I am satisfied with the pay I receive; this makes me work hard to achieve organisational success.	1.68	1.215
I am satisfied with the respect I receive from the people I work with, which increases my loyalty to work	3.37	1.027
I have confidence and trust in my colleagues I work with, this boosts my morale for work	3.78	.551
I believe my presence in the organization matters which motivates me to work hard	3.39	.861
Job promotion is done on merit which makes me work hard to get promoted	1.40	.951
The standards used to evaluate my performance are fair, objective and cut across all employees	1.77	.868
I am satisfied with the amount of job security I have, this makes me love my job	3.10	.926
I know the work I do is important to my department, this encourages me to work harder	3.19	.881
My supervisor and I agree on what good job performance means	2.57	.895
I am satisfied with the recognition I receive from my superiors, this makes me work hard in realization of set targets	1.78	.984
Global Mean and Standard Deviation	**2.58**	**0.92**

N = 155

Legend: *4.21-500 (very high); 3.41-4.20 (high); 2.61-3.40 (moderate); 1.81-2.60 (low); 1.00-1.80 (very low).*

Source: primary Data 2020

From table 4.7, respondents moderately agreed to the statements that their presence in the organissation matters (M = 3.39 and SD = 0.861); they are satisfied with their job security (M = 3.10 and SD = 0.926); that they know the work they do is important to their department (M = 3.19 and SD = 0.881). The outcomes demonstrated moderate mean scores and low standard deviation implying that employees recognize that their presence in the organization matters, they are satisfied to their job security and their work is important to their organization, which motivates and encourages them to work harder. Regarding whether employees have confidence and trust in their colleagues they work with, the outcomes showed agreement (M = 3.78 and SD = 0.551). This implied that employees respect and value each other which motivates them for better performance.

Respondents were also asked whether they were satisfied with the pay they receive, the outcomes showed disagreement to this statement (M =1.68 and SD = 1.215). Likewise, there was disagreement to the statements that: employees were satisfied with the recognition received from their superiors (M = 1.78 and SD = 0.987); job promotion is done on merit (M = 1.40 and SD = 0.951); and the standards used to evaluate performance are fair (M = 1.77 and SD = 0.868). The outcomes demonstrated low mean scores and high standard deviation implying that the area employees were not satisfied with the pay, recognition, criteria for promotion and performance evaluation criteria. High standard deviations of ranging from 0.868 to 1.027 indicated sharp contrast in the opinions amongst respondents regarding effect of work attitude on employee performance. In contrast to this finding, majority of the managers interviewed asserted that:

> "Compared to other organizations, UCAA pays fairly well and many people are
>
> willing to work with the company because of this factor. In addition to basic pay,

there are other fringe benefits such as transport, lunch and accommodation to

some staff that stay in UCAA flats in Nsamizzi."

There was a low global mean of 2.58 and standard deviation of 0.92, implying that the effect of work attitude on employee performance is low. However, Majority of the managers interviewed opined that:

"Employees performance has been improving something that shows they are

happy working with the organization."

4.4   Correlation Analysis

Results of the correlation analysis are presented in table 4.8 below.

Table 4.8: Pearson's correlation coefficient

Correlations		
		Employee Performance
Integrity	Pearson Correlation	.301[*]
	Sig. (1-tailed)	.017
	N	155
Employee commitment	Pearson Correlation	.312[**]
	Sig. (1-tailed)	.008
	N	155
Work attitude	Pearson Correlation	.264
	Sig. (1-tailed)	.035
	N	155
*. Correlation is significant at the 0.05 level (1-tailed).		

Table 4.8 shows the matrix of Pearson's correlation coefficient for the two variables. The relationship is significant with a significance value of 0.000 which is less than the alpha $\alpha = 0.05$. If the coefficient value is 0, means no correlation, when the value lies below +or-0.29, it is a weak correlation, between +or-0.30 and +or-0.49, its moderate relationship, between +or-0.50

and +or-1, the relationship is strong. The relationship is perfect at r = -1 or +1 implying that a change in one variable is associated with a perfectly consistent change in the other.

The study revealed a significant positive relationship between integrity and employee performance (r = 0.301, p = 0.017). The significant value of p = 0.017 was not different from zero since it was less than the significant value alpha α = 0.05 implying that the relationship between the two variables was significant. This implied that integrity significantly contributes to employee performance at UCAA.

The study also revealed a significant positive relationship between employee commitment and employee performance (r =0.312, p = 0.008). This further implied that employee commitment significantly contribute to employee performance at UCAA.

Finally, the study established a significant weak positive relationship between work attitude and employee performance (r = 0.264, p = 0.035). This implied that work attitude has a weak significant effect on employee performance at UCAA.

The general implication of the correlation coefficients is that integrity, employee commitment and work attitudes significantly affect employee performance at UCAA.

4.5   Regression Analysis

In order to determine the extent to which work ethics affects employee performance at UCAA, a regression analysis was conducted. The results are summarized in Table 4.9.

Table 4.9: Regression Analysis

Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.746	.391		3.256	.007
	Integrity	.262	.094	.242	2.228	.016
	Employee commitment	.522	.107	.273	3.276	.002
	Work attitude	.192	.108	.168	3.788	.027

a. Dependent Variable: Employee Performance

The table above shows that integrity significantly contributes to employee performance by 24.2% at (beta = 0.242, p-value = 0.016); employee commitment significantly contributes to employee performance by 27.3% (beta = 0.273, p-value = 0.002); while work attitude significantly contributes 16.8% (beta = 0.168, p-value = 0.027). This implied that integrity, employee commitment and work attitude are significant predictors of employee performance given that their beta coefficients are not different from zero since p<0.05. The result further showed that employee commitment is the biggest contributor to employee performance followed by integrity and lastly work attitude as per this study.

CHAPTER FIVE

DISCUSSION AND SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0   Introduction

This chapter includes discussions, conclusions and recommendations drawn from the study objectives, and the suggested areas for further research.

5.1   Summary and discussion of the Findings

5.1.1   Integrity and employee performance at UCAA

Findings showed significant positive relationship between integrity and employee performance at Pearson's Correlation Coefficient ($r = 0.301$), implying that integrity significantly contributes to employee performance at UCAA. The study findings also revealed that integrity is moderately positive towards employee performance with (aggregate mean of 3.90). This finding tallies with Cullen and Sackett (2014) who opined that employee integrity has significant and direct impact on the quality of job performance. Bergman (2016) also contended that integrating values of integrity into the day-to-day operation of an organisation will promote employees ethical behaviour, prevent damaging lapses while tapping into human instincts for moral action and as well enhanced sustained productivity. It can be discussed that employees in the organization are expected to be highly dynamic and possess high integrity to perform well. It is clear that the integrity aspect is appropriate to employees in execution of their work which emphasizes work culture that is balanced mentally, physically, spiritually, and emotionally. These attributes can create harmony, transparency service in the workplace, and will help contribute to employee and organisational performance.

Findings also revealed that organizational rules and regulations are followed by employees (M = 4.81); employees endeavor to do right even if they know can get away with doing wrong (M = 4.03); have respect for authority and fellow employees while executing their obligations (M = 4.73); and that employees conduct duties in honest manner which has helped them achieve the set targets. It can be argued that every organization has rules and procedures employees are obliged to follow. Working with integrity creates harmony among the employees encourages team work and boosts performance. This finding conquer with Pattison and Edgar (2011) who contended that "the goal of any organization is to have employees behave in a manner consistent with the company's mission and goals that is, aligning absolutely with the core values, adhering to a code of ethics and matching actions with beliefs across a variety of situations."

The study findings further revealed that employees are found of late coming (M = 4.01); there were cases of unnecessary absenteeism by the staff (M = 4.86); and that some of the employees use office equipment for their personal use other than office use (M = 4.82). Absenteeism and late coming affects employees' work schedules and the ultimate performance. In agreement to this, Muafi (2011), Qiu and Peschek (2013) and Robbins and Judge (2017) contended that unethical conducts affect the overall organsational performance.

5.1.2   Employee commitment and employee performance at UCAA

Findings from the study showed a significant moderate positive relationship between employee commitment and employee performance (r =0.312), implying that employee commitment is a positive significant factor to increase employee performance. I agree to this finding because committed employees generally feel a connection with their organisation, feel that they fit in and, feel they understand the goals of the organisation. The result is that they tend to be more determined in their work, show relatively high productivity and are more proactive in offering

their support. These results are in line with Adeloka (2012) who found positive impact of organizational commitment to performance of personnel in different work settings.

From the study findings, it was revealed that the organizational has high work morale (M = 4.21); employees give the best services to the organisation's customers (M = 4.01); they are willing to offer their best to help this company be successful (M = 4.00); and that employees would recommend the company to others as a good place to work (M = 4.90). The results implied that the organizational has high work morale that motivate employees and inspire them to stay committed and work harder to contribute to organizational success. High work morals motivate employees and inspire them to give their best in executing their tasks and enable the organization to achieve success. This conquers with Rajendran and Raduan (2015) who purported that employee commitment facilitates increased productivity since employee morale is enhanced.

The study also established that employees were willing to work for the company as long as the company needed them. I agree with this finding because a committed employee will keep working with the organization and has no intentions of leaving the organization for the other. Such an employee develops a sense of belonging and attachment to the organization, and gives the best to the orgnisation leading to improved performance. This tallies with Camilleri (2012) and Habib and Idrees (2010) who argued that employee commitment brings about loyalty, regular attendance of work, shared organizational goals by the employees and reduces chances of employees leaving the organization even in difficult times.

5.1.3   Work attitude and employee performance at UCAA

The study findings revealed a significant weak positive relationship between work attitude and employee performance (r = 0.264), implying that work attitude contributes to employee performance at UCAA. This finding was in line with Rayton (2006) who asserted that employee commitment as an employee attitude is important because it has an important effect on organisational performance (Rayton, 2006).

The study findings also revealed that employees recognize that their presence in the organization matters, they are satisfied with their job security and their work is important to their organization, which motivates and encourages them to work harder. It was also established that employees had confidence and trust in colleagues they work with, meaning that they respect and value each other which motivates them for better performance. Trust among employees encourages team work which is instrumental in improving performance. Once employees recognize that their presence in the organization is valued, they tend to be motivated and committed to delivery to their expectations which improves their performance within the organization.

It was however established from the study that employees were not satisfied with the pay, recognition, criteria for promotion and performance evaluation criteria, which had a negative effect on their performance. An employee that is not given satisfactory pay, working under unfavourable environment and company policies may develop negative attitudes towards work which may be disastrous to organisational performance. When the performance of an employee is negatively affected, it hinders the achievement of set targets which ultimately affects the overall organisational performance. Kenrick and Ciadini (2005) and Obasi (2013) opined that unfavourable work attitudes arising from the poor working relationship of employees with their

managers that is associated with lack of recognition and flextime, inequality, inconsistent promotion and payment of salary demotivates employees and reduces their performance

5.2   Conclusion

5.2.1   Integrity and employee performance at UCAA

The researcher consequently concluded that employee integrity significantly affects employee performance. Integrity is a crucial trait for employees to increase their performance level. Employees with high integrity lead to a high performance result and then deliver desirable outcomes to the organisation.

5.2.2   Employee commitment and employee performance at UCAA

It was concluded that employee commitment has a significant positive effect on employee performance. Thus, strengthening employee commitment is instrumental in improving employee performance at UCAA. Committed employees display positive behaviour within organisations, are more likely to positively refer the company to contacts and are further more likely to adopt the organisation's vision and goals.

5.2.3   Work attitude and employee performance at UCAA

The study further concluded that work attitude has a significant positive effect on employee performance. Thus, work attitude is a factor that has a bearing on the performance of the employees. Employees' positive work attitude would lead to good performance of employees.

5.3   Recommendations

5.3.1   Integrity and employee performance at UCAA

Regarding integrity, the study findings revealed a positive relationship between integrity and employee performance. According, the researcher recommended that CAA should strengthen employees' integrity as this will help improve the performance of employees. CAA should boost employees' integrity at the workplace by hiring people with values that align with the organization's values as well as those with a good attitude; and always convey the importance of integrity to the employees.

5.3.2   Employee commitment and employee performance at UCAA

Regarding employee commitment, the study revealed a moderate positive relationship between employee commitment and employee performance. The researcher consequently concluded that the management of CAA should increase employee commitment for example by giving employees a variety of challenging work as this offers an intrinsic motivation, thus joy at work and sense of achievement all increase. Such employees tend to perform better and as a result, are more inclined to stay with their organisation.

5.32.3   Work attitude and employee performance at UCAA

Regarding work attitude, the study findings revealed a weak positive relationship between work attitude and employee performance. The researcher recommended that CAA should improve work attitude of employees since an improvement in work attitude would lead to an improvement in employee performance. The management of CAA should strive to ensure that employees enjoy their work, feel confident in their abilities to succeed in the assigned tasks, and appreciate the roles that they are assigned to. This will enable employees have a positive

attitude in the workplace. During the process of hiring, the organisation should ensure that they hire employees with a positive attitude towards the organisation.

5.4   Areas for further study

This study focused on three areas of work ethics as integrity, employee commitment and work attitudes, in relation to employee performance. Therefore, future research should be done to include other areas of work ethics such as accountability, humility and dedication, to equally investigate their effect on employee performance.

A descriptive research design was relied on for this study, using questionnaires and interviews, thus the researcher could not completely rule out the possibility that the research design might bias the study findings. Thus, a replication of this study can be done using other research designs such as cross – section and longitudinal and using various data collection methods and sources to get more rigorous research findings.

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APPENDICES

Appendix i: Questionnaire Guide

Dear Respondent, my name is David Livingstone Rusoke a student of University of Kisubi, conducting a study from your organization. You are requested to participate in this study and your responses will be very important in improving job performance. You are requested to provide the most appropriate answer in your opinion. Your responses will be kept confidential and the questionnaire is anonymous. (Please tick where appropriate)

1. Gender:

Male   (   )   Female   (   )

2. Highest education level

Secondary   (   )   Certificate   (   )   Diploma   (   )   Degree (   )

Masters   (   )   PHD   (   )

Others, specify: ………………………………………………………………………..

3. 4. For how long have you worked with UCAA?

Less than a year   (   )   1-3 years   (   )   4-6years   (   )   7 – 9 Years   (   )

Above 9 years   (   )

SECTION B

For the questions below, tick the number that best indicate your opinion on the question using the following scale.

SCALE	5	4	3	2	1
	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree

No	Statement	5	4	3	2	1
	Integrity					
1	I follow organizational rules and regulations which has helped me perform better					
2	I endeavor to do right even if I know can get away with doing wrong					
3	I have respect for authority and fellow employees while executing my obligations					
4	I conduct my duties in a honest manner which has helped me achieve my set targets					
5	There are cases of unnecessary absenteeism by the staff which affects their work schedules					
6	Some employees use office equipment for their personal use instead of using them only for office use					
7	Some employees steal organizational property which affects performance					
8	Employees are found of late coming which affects their performance					
9	Employees are found of gossiping which affects teamwork and their performance at work.					
10	Some employees accept inappropriate gifts/kickbacks from clients and suppliers which compromise their integrity at work					
	Employee Commitment					
11	I would recommend the company to others as a good place to work.					
12	I am willing to work for the company as long as the company needs me.					

13	I am willing to give my best to help this company be successful.					
14	My organization inspires me to give my best to work					
15	I am committed to contribute to attainment of organizational goals					
16	The organizational has high work morale that motivate me to work harder to contribute to organizational success					
17	I am glad I choose to work for this organisation					
18	I enjoy providing the best services to the organisation's customers					
19	I don't think I want to work anywhere except here					
20	I am proud to be part of my section/department/service.					
	Work Attitude					
21	I am satisfied with the pay I receive; this makes me work hard to achieve organisational success.					
22	I am satisfied with the respect I receive from the people I work with, which increases my loyalty to work					
23	I have confidence and trust in my colleagues I work with, this boosts my morale for work					
24	I believe my presence in the organization matters which motivates me to work hard					
25	Job promotion is done on merit which makes me work hard to get promoted					
26	The standards used to evaluate my performance are fair, objective and cut across all employees					
27	I am satisfied with the amount of job security I have, this makes me love my job					
28	I know the work I do is important to my department, this encourages me to work harder					
29	My supervisor and I agree on what good job performance means					
30	I am satisfied with the recognition I receive from my superiors, this makes me work hard in realization of set targets					
	Employee Performance					

31	Tasks are completed within stipulated time					
32	Employees performance has continually improved					
33	The overall quality of the work performed in my workgroup is high					
34	There is regular attendance to work by UCAA employees					
35	Employees are ever available at the work place					
36	Employees commitment to work has been improving over time					
37	Employees are more focused to their work					
38	Employees are able to quickly apprehend new tasks and workflows					
39	Employees have gained a great deal of work ethics					
40	Employees are able to handle multiple tasks and produce big volumes of work					

Appendix ii: Interview Guide

INTEGRITY

1. How do you ensure that the staff have integrity?

    …………………………………………………………………………………....

2. How do you reward people of integrity in your organisation?

    …………………………………………………………………………………………

    …………………………………………………………………………………………

3. What is your view on integrity in relation to employee performance?

    …………………………………………………………………………………………

    …………………………………………………………………………………………

4. What can be done to make employees act ethically in connection with their work?

    …………………………………………………………………………………………

    ………………………………………………………………………………………..

EMPLOYEE COMMITMENT

5. In your own view, what do you think is the employees' level of commitment at UCAA?

    ……………………………………………………………………………………….

6. Do you think employee commitment has an effect on performance of employees?

    ....

7. If yes to question 9 above, state how?

    …………………………………………………………………………………………

    …………………………………………………………………………………………

8. What do you think can be done to improve employee commitment in your organization?

    …………………………………………………………………………………………

    …………………………………………………………………………………………

WORK ATTITUDE

9. In your opinion, what do you think is the employees' attitude towards work in your organisation?

    …………………………………………………………………………………………

    …………………………………………………………………………………………

10. Do you think employees' attitude towards work affect their performance?

    ……………………………………………………………………………………….

11. If yes to the above question, state how?

…………………………………………………………………………………………………

…………………………………………………………………………………………………

12. In your opinion, what do you think can be done to shape the attitude of employees towards work?

…………………………………………………………………………………………………

……………………………………………………………………………………………….....

EMPLOYEE PERFORMANCE

13. What do you think has been the contribution of work ethics to employee performance?

………………………………………………………………………………………………

14. Has there been an improvement in performance as a result of adherence to work ethics?

…………………………………………………………………………………………………

....

19. Comment on the accomplishment of tasks by employees?

…………………………………………………………………………………………………

…………………………………………………………………………………………………

20. What is your view on the general performance of employees in your organization?

…………………………………………………………………………………………………

…………………………………………………………………………………………………

*****Thank You for your participation*****

Appendix iii: Document Review Check List

The researcher will review data from different documents which are very broad in scope and contain data that is relevant to the study. These documents include;

1. Performance appraisal reports
2. Employment policies
3. Annual reports
4. Human Resource manuals
5. Company magazines and
6. Other already available related literature both in soft copy and hardy copy.

Appendix iv: Table for determining sample size from a given population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384