

Ethical Behavior and Employees Job Performance in Education Sector of Pakistan

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Abstract: Ethical behavior is a very important concept. The aim in this investigation is to examine the impact of ethical behavior on job performance of employees in education sector of Pakistan and to see how the factors of ethical behavior contribute in this. Education sector is selected in this study because of its development day by day and not so much research is done in this sector on this topic. In this study ethical behavior, in terms of ethical guidance similar to ethical leadership and ethical values, is taken as independent variable and employees' job performance as dependent variable. Sample size is 150. Questionnaire is selected as an instrument for collection of data and for the sake of analysis of that data SPSS is selected. With SPSS's help regression analysis is applied. Different educational institutions are taken for the investigation of the study.

Key words: Education · Employees' performance · Ethical behavior · Ethical guidance · Ethical values

INTRODUCTION

Ethics simply means what is right and wrong. While discussing business ethics right and wrong is discussed in terms of organizational decision, policies and rules and regulations. Ethical environment is so important to be developed in the organizations. It provides guidelines how to balance our interests and responsibilities. With the passage of time this concept is becoming more and more important with respect to understanding and application. Ethical education can be useful in making decisions. It provides us corrective solutions, develops confidence in resolving certain issues. It also contributes in moral development of professionals which leads the organizations towards success.

Education sector is contributing a lot towards the development of the country Pakistan but the concept of ethical environment is considered to be limited only to the banking sector and official working. The question arises how ethics work in the education sector? Whether it impacts the same as in business sector?

This study aims to find out relation of ethical behavior and employees job performance. Guidance,

management, leadership, control, headship etc are some words that are used interchangeably. Here in this study ethical guidance is studied in somehow related context of ethical leadership. The study is quantitative in nature. Primary is collected for which the questionnaires are used. The study has covered the sample of 150 employees of different institutions in the education sector. For the analysis, study has used multiple regressions to find the relation between variables. At the end result is drawn and conclusion is made.

Literature Review: The idea in this article is to find out the association between the ethical values, ethical leadership and performance of employees. For the collection of primary data questionnaires are used. Pearson correlation analysis and regression analysis are used for the analysis of data for which spss16 software is used. For reliability purpose, cronbach's alpha value is checked. The findings show that ethical values are showing an affirmative impact on the dependent variables. Thus, concluded that ethical values participate importantly in increasing ethical leadership which leads in enhancing performance of employees [1].

It is a common observation that ethics contributes in performance of the business. It not only bring profitability but also increase the customer loyalty, helps in retaining customers, create goodwill for the company and utilize the resources at their maximum level. In the article different six major elements are chosen to study their effect on working of business. Different elements are studied in this. At the end of the study it is concluded that ethical practices should be implemented at all levels of the organizations not only to get help in decision making but also to bring benefit for the organization [2].

Ethical behavior is one of the important factors that can affect the employees' performance. This point is supported in an article in which the author says that ethical behavior is of considerable worth to be studied as a contributor if employees' performance. No doubt the cognitive factors gets involve but the importance of ethical behavior can never be denied in the performance appraisal of the employees [3].

The study is conducted to describe the affiliation between business ethics and commitment. The organization commitment is divided into three dimensions. In Mahshahr city, petro Chemistry Company of Bu Ali Sina is selected for the conduction of study. Data is collected by using questionnaires and for the analysis of that data Pearson correlation test is used. By passing through all these strong relation is found between the variables [4].

Ethics is important everywhere. It is seen working in different places. While discussing about decision making we can say that ethical decision making is important in explaining the importance of ethics in performance of employees. But at the same time it is said that there are different factors which can affect the ethical decision making [5].

This study describes a model that studies the characteristics of job (JCM) and is designed to look at interaction between all the characteristics that define what job is. A field study is conducted by surveying. SEM is used for the analysis of data. Results found shows that task significance and effort play a mediating role to show relation between ethical leadership and performance of job [6].

The study is done to find out the reasons that lead the employees towards misconduct in Thailand. The exploratory research is conducted for this and the agency theory is pointed out as the base for the misconduct ion of employees. Results show that the misconduct from the side of employees occurs due to several reasons which

include greed, financial benefits and motivations from the other employees. Conclusions show that ethics are applied to improve the level of corporate governance. So if we view this concept it can be sad that by applying ethical practices the corporate governance can be improved due which the problem of misconduct from the side of employees can be solved or reduced up to some extent [7].

Ethics is important and it affects the performance either of employees or managers. In one study ethical activities are analyzed across different characteristics. But the result that is concluded in this study is that ethics is the factor which does not has significant effect on performance. We can say that with study we concluded that managers give least importance to ethical among their all activities and jobs [8].

This research finds the relation between ethical leadership behavior and employee results like commitment of employees and faith in cream of the crop. In the study main data is composed from 172 transitional executive level workforces from the commercial sector in Malaysia. For this purpose questionnaires are used. For analysis SPSS Version 14.0 was used. Correlation matrix was fashioned. Reliability analysis was taken. Results are found that ethical leadership behavior has an activist impact on commitment of employees and faith in cream of the crop. Thus, concluded that ethical leadership behavior is optimistically allied with employees' organizational commitment as well as ethical leadership behavior is definitely related with employees' faith in cream [9].

Ethical behavior is important to study. It is supported by the previous studies. One of those studies revealed that ethical behavior is important for people working in different organization. If leader will behave ethically then subordinates will follow him or her. But at the same time the author said that there are different factors that affect the decision of employees to behave ethically. Obviously there exist many factors which can change the mind of employees in taking any decision and especially when they have to decide whether they should behave ethical or not [10].

Ethical leadership is studied by different authors. Ethical leader can be important to lead the organization towards success. As it is also included in the study so related to this one study has checked the antecedents and consequences of ethical leadership. The study at the end showed that ethical leadership is negatively linked by way of ethical behavior and in some cases it can play a mediating role [11].

Ethics and values are somehow connected as they teach us the right path to follow. A study in Maricopa was conducted in different institutions, colleges etc. At as a result they got the point that people focus on the values they commonly share with each other. It is considered that what kind of values we should teach? So the overall general point concluded was that the values which are jointly shared can be fruitful [12].

This inquiry finds the association between ethical leadership and performance and it is conducted on the residents of China. In this study different factors are viewed as intermediaries of the ethical leadership to performance bond. Survey is conducted through e-mail and the responses are also checked with the reply of e-mail. Outcome from 72 heads and 201 instantaneous straight information shows that ethical leadership was confidently interrelated to performance of employees. In other words it can be concluded that their relationship is significant and fully affected by the factors that are taken above [13].

Problem Statement: On the basis of literature review the major problem arises which is:

- To describe the relationship of ethical behavior and employees' job performance in education sector of Pakistan.

Research Question

- How ethical guidance affect the employee's job performance in educational sector of Pakistan?
- How ethical values affect the employees' job performance in educational sector of Pakistan?
- What recommendations can be provided to the researcher?

In Figure 1, left hand side shows two variables in which ethical values and ethical guidance are the components of ethical behavior and they are indicated as

“Independent variables”. Right hand side of figure shows the employees job performance indicated as “Dependent variable”.

Research Hypothesis

Ethical Guidance and Employees Job Performance: Ethical guidance is the presentation of ethical behavior with the help of private events and interpersonal affairs and to forward that learning to followers through communication and helping in making the decisions. Guidance plays an important role in organizational development. Without any doubt it can be taken in term of ethical leadership. The communication styles of the people who guides are so much persuasive when motivate their followers. That is way they emphasize their views, values, rules and the general business terms are no doubt followed by the workers. They learn so much from their leaders which as a result set a base for ethical behavior that the organization wants to implement. So we hypothesize,

H1: There is a positive relationship between Ethical Guidance and employees' job performance in education sector of Pakistan.

Ethical Values and Employees Job Performance: Corporate ethical values (CEV) tell us about a division of organizational culture, representing a multidirectional interchange among various official and unofficial systems of behavioral run. Ethical values are the codes and terms that tells us about right and wrong which guide us about the procedure. Corporate ethical values can be well thought-out the weapon of the institute which is used for the enrollment and choice of the workers on ethical foundation to get the organizational goals and objectives. Furthermore, recent investigation has proved that well-built corporate ethical values are the chief resource to develop the ethical and social duty of the cream of the crop and member of staff of the organization.

Theoretical Framework:

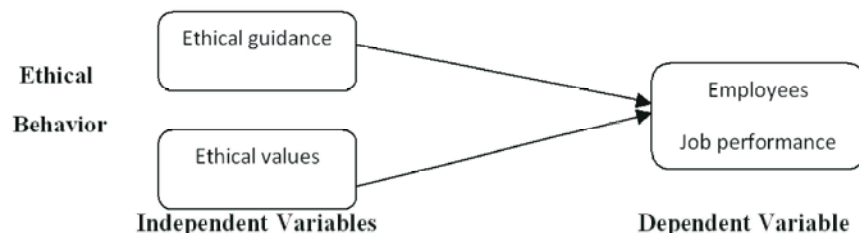


Fig. 1:

H2: There is a relationship between Ethical Values and employees' job performance of education sector of Pakistan.

Research Methodology: The aim in this study is to describe the impact of ethical behavior on employees' job performance in educational sector of Pakistan. This is cross sectional study. Data is collected at a point in time. The study is quantitative in nature. Questionnaire is used for data collection in which 5 point likert scale is used. Sample size of this study is 150 comprise of the employees of different educational institutions. Random sampling technique is used for the collection of data. The positive point of random sampling is that without any biasness everyone gets equal chance to get selected in the sample to represent the population. For data analysis SPSS is used. Following equation show the relationship of variables:

$$\text{Employees Job Performance} = \beta_0 + \beta_1 \text{Ethical Values} + \beta_2 \text{Ethical guidance} \quad [1]$$

Research Design: The research is conducted to examine the relation between ethical guidance and ethical values on employees' performance. To find out their impact the research is done so on these basis we can say that the research is exploratory.

Sample Selection: The sample of 150 respondents is selected for conducting the research. As the research is linked with educational sector so teachers of different private and government institutions are selected including both male and female providing their services in schools, colleges and universities.

The probability sampling technique random sampling is used in this. The reason for choosing this technique is to conduct the research in an unbiased way. The data is collected from the people who are very much experienced in their fields with high qualification and knowledge.

Data Collection Tool: For the sake of analysis data is collected from primary sources. Questionnaire was the primary source of data collection in the study.

Hypothetical model is developed to check the impact of ethical guidance and ethical values on employees' job performance. Both guidance and values are studied under the concept of ethical behavior. Questionnaire had total 25 questions and scale used in this was likert scale using 5 different points i.e.; 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree. Questionnaires were filled by 150 respondents. For the purpose of analysis SPSS software was used. Regression analysis was applied to check the dependence of variables.

DISCUSSION

Reliability: For checking the reliability, cronbach's alpha is commonly used. For reliability, value of α should be at least 0.6 and at most 1. In this study the reliability of the dependent variable which is employees' performance is 0.804 which is acceptable for the study. Secondly is the first independent variable which is ethical guidance giving 0.740 values for reliability and the other independent variable which is ethical values gives 0.732 reliability values. If we check the overall reliability of the instrument it comes 0.858 which is good enough here.

Regression Analysis

Regression Analysis: Tables (2, 3, 4): Regression analysis helps to check the interdependence of dependent and independent variables. SPSS16 is used to check the interdependence of the variables. For this purpose the analysis performed and result also computed which are shown in the tables. Table 2, 3, 4 are mentioned clearly showing the results through their values.

By focusing on table 2 the value of F is 13.877 which is showing the point of significance for the whole model. As the criteria for it is that value of F should be greater than 5 which are fulfilled in it. The second thing that is supporting this statement is that p-value is <0.05.

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.858	25

Table 2: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1198.038	2	599.019	13.877	.000 ^a
Residual	4359.799	101	43.166		
Total	5557.837	103			

a. Predictors: (Constant), Ethical Values, Ethical Guidance. Dependent Variable: EP

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.464 ^a	.216	.200	6.57011	1.765

a. Predictors: (Constant), Ethical Values, Ethical Guidance

b. Dependent Variable: EP

Table 4: COEFFICIENTS

Model		Un-standardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	26.444	4.172		6.339	.000
	Ethical Guidance	.502	.163	.321	3.072	.003
	Ethical Values	.493	.251	.205	1.965	.052

a. Dependent Variable: EP

In table 3 the model summary is shown which is providing the values for interpretation. Here first thing is the value of adjusted r^2 which is 0.200 shown in the table. It is commonly considered that the value of adjusted r -square should be less than 0.8 to be called as significant. So, on this basis it is giving significant results. Next comes the turn for the value of Durbin-Watson. The value of Durbin Watson in the analysis is comes out to be 1.765 which is near to 2 showing the result significant. The value of Durbin Watson equal to 2 or near to 2 shows that there is no issue of auto correlation.

In table 4 the values of all the betas are shown. It tells us that how much our independent variables are affecting the dependent variable. It can be interpreted as 1 unit change in ethical guidance brings 0.502 units change in employees' performance. Next value shows that 1 unit change in ethical values brings only 0.493 units change in employees' performance. The t-values should be greater than 1.96 and p-value should be less than 0.05. So considering both t-values and p-values we found that among the considering variables both are showing significant impact with t-value 3.072 and 1.965 respectively and p-value of both variables are significant. So we can say that results of the two independent variables are significant.

The proposed hypotheses are as explained:

H1: Ethical Guidance and employees' job performance.

Guidance is very important at any kind of workplace. As we know that without leadership no organization can work properly similarly when a guider behaves ethically then automatically the employees' get inspired and

follows him. Same is the case here in educational sector of Pakistan it is found that ethical guidance is affecting the employees' performance positively. It can be interpreted as 1 unit change in ethical guidance brings only 0.502 units change in employees' performance. On the other hand t-value is 3.072 which is >1.96 and p-value is $0.003 < 0.05$. So due to these reasons we reject our null hypothesis and say that ethical guidance has a significant contact with employees' performance in education sector of Pakistan.

H2: Ethical Values and employees' job performance.

It is commonly observed that values are part of our life. Without it our life will be out of restriction and we will be without any guideline. Same is the case in educational sector of Pakistan. It is found that ethical values are affecting the employees' performance positively. It can be interpreted as 1 unit change in ethical values brings 0.493 units change in employees' performance. On the other hand t-value is 1.965 which is >1.96 and p-value is 0.052. So due to these reasons we reject our null hypothesis and say that ethical values have a significant impact on employees' performance in education sector of Pakistan.

CONCLUSION

The overall findings that we got from the analysis are that among the two variables both ethical guidance and ethical values have positive impact on employees' performance. As the value of Durbin Watson in this case is 1.765 near to 2 which is quite suitable in this study.

Previous different studies showed that ethical behavior is important to be followed by the employees' of

the organization. But sometimes there arises some cases in which people doesn't value the ethics at all and keep doing their work in the general way. In this study the overall view that is generated about the employees' performance is that ethical behavior affect every aspect of our lives and according to the employees of education sector of Pakistan both the components which are ethical guidance and ethical values are the prominent factor of ethical behavior that affect the employees' performance.

Other studies also say that values and general ethical behavior also affect employees' behavior. It can be said that these two factors affect employees' performance undoubtedly. In short, we can say that they both affect employees' performance significantly.

Recommendation: By considering the overall study it can be said that much more can be done or much more can be added while working in this field. This study is conducted by considering the schools, colleges and university of different cities. The new thing that can be added in it is that the sample size which is 150 in this study can be enlarged and there will be more chances for better results in term of significance.

The main point here is to go other areas in Pakistan which are far apart with regard to research study and where very fewer studies are conducted. In addition to that many different cities can be selected in the further studies so that they will lead to get may be some different results from this study or the previous studies in this concern. But overall, the simple thing is that any kind of advancement will definitely contribute towards research.

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