



A STUDY ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE  
AND ETHICAL BEHAVIOUR OF EMPLOYEES IN NAMIBIA (ZAMBEZI REGION)

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By Likando Oscar Kamwi

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## **Approval of the Thesis**

### **A STUDY ON THE RELATIONSHIP BETWEEN ORGANISATIONAL CULTURE AND ETHICAL BEHAVIOUR OF EMPLOYEES IN NAMIBIA (ZAMBEZI REGION)**

This is to certify that Oscar Kamwi Likando, have approved that the thesis has been approved by the research committee, and below are the members who recommended it to be in line with the faculty of Unicaf University in Zambia, in partial fulfilment of requirements for

Doctorate of Business Administration (DBA)

Thesis Committee:

Dr Sankar Ganesh, supervisor

Dr Attridge Mwelwa Mwape, chair

Dr Raimi Lukman, internal examiner

Dr Balamourougane Ramalingam, external examiner

## **Abstract**

### **A STUDY ON THE RELATIONSHIP BETWEEN ORGANISATIONAL CULTURE AND ETHICAL BEHAVIOUR OF EMPLOYEES IN NAMIBIA (ZAMBEZI REGION)**

Likando Oscar Kamwi

Unicaf University in Zambia

This study investigated the relationship between organisational culture and the ethical behaviour of employees in Namibia, specifically within the Zambezi Region. In the past years, Namibia has been facing a significant challenge related to organisational culture and ethical behaviour of employees. A mixed-methods approach was used for the present study. The study sample targets 350 employees from different ministries and other private organisations in Namibia, as well as 6 focus groups. A research tool in the form of a closed-ended questionnaire and focus group interview was used to collect data that was analysed through SPSS and thematically manually. The Study found that there is a significant gap between organisational culture and ethical behaviour of employees from different organisations or sectors of Namibia. The findings also highlighted a strong connection between an organisation's cultural framework and the ethical decisions of its employees. To effectively apply the organisational culture and ethical behaviour framework in the Zambezi Region, several recommendations are proposed. First, the framework should be tailored to align with the sociocultural realities of the region, integrating traditional practices into modern ethical standards to ensure greater acceptance and smoother implementation. Leadership commitment must also be strengthened, with leaders at all levels actively modelling ethical behaviour and taking part in regular training and accountability measures. Their actions set the tone for employees and influence the framework's success.

## Declaration

I hereby declare that this proposition has been self-possessed merely by myself and that it has not been submitted to any university in my previous studies. The work was done by myself as presented in this research. I declare that the following information are correct:

I declare that this thesis is my original work done by me.

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- All permission required in this research were all in a written format.
- I declare that there was no plagiarism or false information on the collected data.
- The thesis has undergone plagiarism detection software.

## **Ai Acknowledgement**

### **Use of AI**

I acknowledge the use of Chat GBT (<https://chat.openai.com/> ) to proofread chapters 1, 2, and 3 of my thesis. The above-mentioned sections or chapters were completed on 12.02.2024. The prompts were used both in proofreading and the grammar check of this thesis.

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## **Dedication**

I wish to extend my biggest achievements to the Almighty GOD, he is my creator. it was a great journey with great achievements and he guided me too rich the final destination. I also dedicate this research to my entire family, my parents, and all my friends who guided me to arrive at my dream to become a reality.

## **Acknowledgment**

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## **List of Abbreviations**

### Abbreviations

NPC- National Planning Commission

ERC- Ethics Resource Center

NSA- Namibian Statistic Agency

ECQ- Ethical Culture Questionnaire

OEC- Organisational Ethical Culture

USA- United States of America

H1,2,3- Hypotheses

FG- Focus Group

CD- Cultural Dimension

EPA- Environmental Protection Agency.

HRD- Human Resource Development

OC- Organisational Culture

OCEBF- Organisational Culture and Ethical Behaviour Framework

CoE- Code of Ethics

JS = Job Satisfaction

ZRC- Zambezi Regional Council

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## CHAPTER 1: INTRODUCTION

Within companies all around, ethical behaviour is largely influenced by organisational culture. Strong ethical values not only improve organisational performance but also help to reduce misbehaviour-related dangers. According to LRN Corporation's 2024 Benchmark of Ethical Culture Report, firms with strong ethical cultures outperform their rivals across several business criteria and face less risk (LRN, 2024). Unique socio-political circumstances define the interaction between organisational culture and ethical behaviour in Africa. Circulated in the Periodical of Experiential Study on Human Inquiry Morals, a scoping study reveals that, under impact of regional cultural settings, ethical research methods across Africa show both commonality and unique traits (Abbas, 2020).

An ethical organisational culture is substantially enhanced by good leadership. Studies on African leadership and organisational ethics highlight the need of moral leadership in determining the performance and organisational culture (Allen, 2019). Emphasizing their relevance for any company, a study in BMC Medical Ethics discovers the historical, present, and forthcoming sides of African leadership and organisational ethics.

According to Bernard (2009) indicated that morality of actions gives beauty and dignity of life, he further indicated that most human are striving for morality in their actions. As the researcher is better to ask ourselves the question of whether ethics should not be the lifespan of route of good business. For the past decade's most organisations are failing to deal with issues of unethical behaviour s within their organisation and has costed most of the organisation to loss revenue.

The literature review of this research has punctuated with articles from the previous researchers as well as from the other prescribed textbook which are related to both ethical and unethical conduct of employees within their organisations. Human consequences which are involved to different organisations may include the following instances such as fraud, bribery, corruption, working violations which originate from racial discrimination and sexual harassment. There is a need for organisations to ensure that such unethical behaviours which are happening be it on top or lower management and such conduct tops the agenda of this investigation. To have an empathetic of the principled behaviours that influence the organisation it is important to develop an organisation with critical knowledge of science that will assist to tackle issues bad behaviours. Ethical issues are very complex because they organisations to develop and be able to compete at global market at the same time they create values that will interest the organisation and be able to resolve conflict with stakeholders and add values to human interest.

Human attitudes towards others are some of the forces that influence the conduct of ethical behaviours can also influence the professional conduct of individuals' actions and what is accurate or mistaken will result in principled or unprincipled conduct. In the past studies, researchers have developed some approaches in command to maintain and develop the ethical behaviour of the employees in variance organisation in order to improve the performance of the organisation (Biden, 2010). As researchers it is very important to understand the well-being of individuals in the field of management level because they deal mostly with the organisational functions as suggested by (Dennis, 2004) in his research titled the core functions of organization.

By ethics in this research we refer to right or wrong based on how people or employees conduct themselves (Dewoody, 2016). In ethics terms, it involves the application of either moral decision when selecting the outcome of the judgement which does not harm or cause any problem when people are able to differentiate between respectable and immoral conduct. They are some guiding principles or ethical standards that will help employees to guide them when it comes to decisions making process in the working environment.

The guiding principles should include the backgrounds, standards and lastly the principles of generating ethical consciousness within the organisation. In a country like Namibia where the research was conducted, it was proven that different culture plays a critical character in the growth of any organisational culture. Past research has indicated that ethical issues in any organisation puts most organisations to achieve more goals within their society. Therefore, business have more chances in improving the moral obligations and how to conduct themselves in an ethical manner which are in line with society expectations.

Ethical issues are very important in business operations because it helps to adopt ethical standards (Boda, 2017). Most business that are not ethically motivated are very much exposed to higher risk of consumer boycott either on product, penalties to mention few of them. Research has proven that most organisation operates in order to incorporate the social factors in any business decisions that will help them to achieve more goals. It is encouraged that business should operate in an ethical way in order to improve or strengthen on their profit margins. Studies has proven that organisational effect is based on the morals that will help to conduct issues of profitability on the side of the organisations (Callahan, 2081).

Managers have to adapt to ethics because it will enable business to achieve a more competitive advantage and at the same time it will encourage development to the side of the organizations (Gillon-Flory, 2009). Social obligations within the society where the business operates plays a role because business will not only focus on economic objectives but will also look at society interest. The emulation of ethical culture will rely mostly on senior management because they are the one who are responsible with ethical issues and have the commencement point that will encourage others to follow the right path.

Namibia as one of the countries with a diverse population from different background has so many different cultures which have resulted in different organisation to experience difficulties in connecting their organisational culture properly. It is very important that organisations should consider the culture of the society where they want to conduct their business. Research has also proven that personality and demographic has an influence on ethical judgement, however the ethical behaviour will appear to be clarified based on how individual will respond or conduct themselves within the organisation.

Each culture involves the values, norms and beliefs that will have an influence on how people will conduct themselves within the organisation, so those principles will have a distinctive influence on the organisation. As managers it is very important to establish common values on how to promote and support the ethical standards that appear to have crucial role in the development of the organisation. This study has proven that the connection together with the relationship between ethical behaviour and organisational culture that they are some several factors with different variables that have common values.

It is very important for each and every organisation to display their organisational culture and ensure that the behaviour of their employees are in line with the organisation policies. A well-established organisation should promote a well-established business ethics that should deal with interference within the organisation and improved ethical practices. An organisation should deal with maintenance of individual performance towards daily ethical conduct in the workplace.

### **Statement of the Problem**

In today's occupational biosphere environment, many governments are increasingly recognizing the importance of examining the protagonist of organisational culture in the development of employee behaviors. The shaping of employee behaviors in many organizations should also look at the relation to ethical standards, as many organizations are in a difficult position to substitute an ethical culture that influences employee behaviors across the globe tasks (Patton, 2020). One of the challenges when it comes to aligning organizational norms and values with ethical conduct by ensuring that all employees they do comply with organizational guidelines and at the sometimes they act with integrity and accountability (Garengo & Betto, 2024).

The misalignment of organizational culture and norms in the future it leads to unethical behaviors were employees becomes less moral towards their work and this may risk the possibility of damaging the emerge of an organization. The intension of the investigation was to explore any impact of organisational philosophy and principled performances of employees; therefore the research will examine the cultural elements within the organization such as leadership style, communication, values including the working environment and how it either promote or hinder organizational ethical decision-making process.

Additionally, to the organizational element, the investigation will analyze the role of ethical training within the organization, organizational policies and finally the leadership which are crucial element when it comes to maintaining ethical behaviors within the working environment. When organizations or companies understand organizational culture and ethical, it makes it easier for the organization to develop some organizational policies which will help to mitigate unethical behaviors in the workplace and ensure that there is transparency and accountability in the working environment (Curado et al., 2023).

Managements in every organization are tasked to conduct more research on how to mitigate unethical behaviors among their employees, they should be issues that top management to lower management should address issues of unethical attitude among employees (Curado et al., 2023). The implementation of new policies within the organization can have negative influence on how employees can react against such policies, because employees should feel loved by the organization, any unfair issues in the policies may develop unethical behaviors towards the employers who drafted the policies (Rodrigues, et al., 2024).

Organizational culture and ethical behaviors of employees are interrelated topic which had been discussed in many research worldwide. Multinational corporations encounter numerous obstacles in Namibia, including inadequate profit margins and subpar performance as a consequence of unethical employee conduct (Anyolo & Ipinge, 2023). In the past, research has demonstrated that the absence of ethical values in management in the various ministries and other private sectors continues to be exacerbated by ethical damages in Namibia (Lubinda, 2022).

Existing literature acknowledges the significance of organisational and organisational culture in shaping employee behaviour; however, much of this work remains largely conceptual, with limited empirical evidence demonstrating how specific cultural elements such as leadership style, communication patterns, and shared values directly influence ethical behaviour among employees (Patton, 2020; Curado et al., 2023). Furthermore, although ethical leadership and ethics training are frequently identified as important mechanisms for promoting ethical conduct, prior studies have not sufficiently examined their mediating or moderating role in the relationship between organisational culture and employee ethical behaviour (Garengo & Betto, 2024; Rodrigues et al., 2024).

The literature also reveals a persistent policy practice gap, whereby organisations maintain formal ethical codes and policies, yet unethical behaviour continues to occur, particularly in contexts where organisational culture fails to reinforce ethical norms and accountability (Curado et al., 2023; Lubinda, 2022). In addition, employee perceptions of fairness, organisational support, and ethical climate remain under-researched, despite evidence suggesting that poorly designed or unfair policies may provoke resistance and unethical responses from employees (Rodrigues et al., 2024; Patton, 2020). Importantly, while organisational culture and ethics have been extensively studied in developed contexts, there is a notable scarcity of empirical, context-specific research within Namibia, especially across public and private sector organisations, limiting the development of locally grounded ethical governance interventions (Lubinda, 2022; Anyolo & Iiping, 2023).

### **Why this topic material in governments and other private companies**

Persistent ethical lapses- due to high level of prolific scandals which has reviewed that events such as violations of company policies such fraud, dishonesty, misuse of power has entrenched organizational cultural norms such as behaviors among employees. Cultural jeopardy and monetary significances, research has reviewed that 85 percent of the managers believe a poor culture within the organization will increase the likelihood of unlawful or unprincipled demeanor and in the end it will rank cultural improvement as essential to secure value.

Shifting stakeholder expectations and transparency, in today publications such as social medias which are responsible to demonstrate future talents that will require organizations not only to comply or obey laws, they must at the sometime demonstrate integrity because in other event ethical mishaps are more increasingly unacceptable. Theoretical research as reviewed that culture is mostly associated with knowledge that will help to shape psychological pathway to both employees and the employers. There is incomplete insight into how characteristic like fear of maintenance interrelate with culture and performances.

A strong organizational culture will foster alignment in terms of values and norms that will integrate a sprite of teamwork among employees and at the same time it will boost morale and improving performance among employees. The topic on organizational culture and ethical behaviors of employees on the side of the private sector it will typically means accountability because private sectors they aim for profit and they are not non-profit organization.

To the side of the government it will mean that the government serves the interest of the citizens which is more of transparency among public trust. That means in terms of the mission they are totally different and even their culture they are different it might be that organizational culture of private sector might be strict compared to the culture of the government. By examining both sectors it will draw a conclusion that will pinpoint out areas of weak accountability and areas which will require culture of unethical behaviors to be reviewed were necessary.

In private sector where competition is very high it would require that stakeholder should build trust that should make the organization to be able to compete in a very competitive market. To the side of the government it will mean that ethical culture will make the government to be so real and not like a tick-box application. The current challenges faced by organizations including the gaps. Many organizations in Namibia are faced with numerous challenges on the issue of organisational culture and principled behaviors of employees such as: Weak organizational culture and unethical behaviors – many employees who are working in different has significantly involved in a high number of report with regard to misconduct with issues arising from organizations with are having weak culture.

In such working environment employees, they tend to break the rules with the aim of achieving their objectives and of which by the end it leads to more employees to have unethical behaviors towards each other. Obstacles to reporting misconduct- many employees within different organization fill to report any unethical behaviors being done by other employees because they fear revenge by others.

Therefore many organizations with weak culture it was proven by the ministry of labor in their survey conducted on (20 may 2018) that 68% of misconduct issues within the working place are not being reported, meanwhile 90% of cases with misconduct are being reported based on their strong culture. Leadership role in shaping culture- they are type of leaders within the organizations who are so good in implementing or demonstrating ethical behaviors and are at the sometime they hold accountable to employees who do not adhere to the rules. If leaders who are engaged in the questionable of practicing unethical conduct in most cases they tend to ignore any kind of misconduct and it can be concluded that in such working environment unethical behaviors is being tolerated by the managers. Blame culture and fear of reporting- some employees they fear to be prosecuted for any mistake and they are able to report any accidents of unethical practices in the working, this is an indication that the working place do not allow for any unethical practices to escalate in their working environment.

Cross-culture and contextual variation- studies has proven that there is a need to have cross-cultural research that should help to examine what influence cultural dimensions within different working environment and how can organization develop strategies on how to improve on ethical practices that should help to improve the working environment to be more diverse. Roles of leadership in improving ethical culture- more needs to be done in the field of ethical behaviors and organizational culture on how to improve on the type of leadership style we have from different organizations. The category of management styles will have an undeviating influence on employee ethical attitude towards their organizations.

Research has reviewed that employee attitude and ethical decision-making such as personal values, ethical organization orientations and how they interact with organizational culture can influence how leaders can make decisions which are very ethical to both the employees and the employers.

#### Leadership and ethical role

The type of leadership style in the working environment plays a critical role in setting out the required ethical standard that will influence organizational culture in various organizations. In a situation where leaders display ethical behaviors in the working environment it will create an excellent working environment where employees are more likely to act in a very ethical manner (Fuller, 2022).

#### Code of ethics and policies

Organizations should focus on articulating ethical expectations with the codes that would ensure that the organizational policies that are in support with the ethical policies that will ensure that the ethical decision does not breach ethics of the employees.

#### Socialization processes.

The way employees are being evaluated by their employers it should ensure the way employees are on entered and socialized within their organization will help to sharp the ethical attitude of the employees. Organization should ensure that they provide enough training programs which are very critical in embedding ethical values.

According to (Donia, 2016) in his research titled model of organizational culture, he stated that they are three dimensions of organizational culture in the work environment which are as follows, artifacts, espoused values, basic underlying assumptions. The primary focus of national focus is to understand the organisational culture with the grouping of power distance and individualism vs collectivism and how they both influence ethical behaviors.

Ethical behaviors in organization it is referred to as the action that consist of the principles or norms that are generally accepted as right or wrong. Under ethical behaviors they are elements such as leadership and the organizational policies that plays a huge role in terms of improving ethical standard of the employees. Without ethical leadership the level of ethical culture can only be evaluated if there is a durable association between the two variables. The way employees communicate within the organization will create a strong ethical expectation that will make sure that the organizations are more likely to promote ethical conduct even among the employees.

In different organizations we have the type of leaders who will motivate other employees by ensuring that the ethical goals are likely to promote a culture of integrity among employees. Under the leadership theory of transitional leadership, the theory inspires employees to be motivated towards accomplishing the organisational goals. under the servant leadership the organization will prioritize on the desires of personnel including other investors in order to foster the ethical culture which are based on mutual respect and trust among employees.

According to (Fleming, 2019) he stressed that ethical expansion and principled decision building is a key the organizations that would want to work for the betterment of the organization and improve organizational performance.

Organization can promote ethical behaviors by encouraging ethical behaviors that will promote high level of morals between employees from different organizations. The intention of the investigation was to establish if there are any relationship that exist between organisational culture and ethical behaviour s of employees among employees that works from different ministries or private organisations in Namibia. The preliminary determination of this study it involved the establishment of factors that impact the ethical behavior s of employees within different organization as well as within the ministries. The purpose of this scholarship is to classify the influences that leads to unethical behavior s within a theoretical framework based on Zambezi region (Namibia). The investigation has opted to grant approvals for factors that were acknowledged in the investigation and have both optimistic and undesirable effects on the presentation of workers.

The investigation was divided into two phases. The initial phase focusses on a theoretical inquiry that is sympathetic to the concept of ethical and unethical practicality, which addresses the factors and context of the research. The experimental inquiry, which is founded on the research gathered with the same research purpose, is the second phase. The objective is to classify the influences that have an impact on ethical behaviors. In order to accomplish the research objective, the researcher engaged in discussions regarding various methodologies. In other instances, the researcher employed a qualitative methodology during the initial phase and a quantitative methodology during the subsequent phase.

The other chapters of the research contain discussions on the concept of both ethical and unethical, which are relevant to the research's issues or problem. In contrast, other chapters contain

practical recommendations that address specific issues that affect ethical behaviour. The final section of the research has addressed the conclusion of the study in harmony with the investigation findings. The research was assessed and recommendations were provided for future researchers to enhance specific areas. Research has proven that unethical behaviors in various work environments have a detrimental consequence on the presentation of both the association and society in which the business is conducted (Gipson, 2020). This was confirmed. In Namibia, there are several transnational companies that are confronted with numerous obstacles, including delayed profit realizations and inadequate presentations as a consequence of unethical personnel conduct (Selsa, 2018).

Organisational culture has both positive and negative effects on the presentation of numerous organizations, as revealed by diverse investigations into ethical behavior (Good, 2020). Additionally, research has demonstrated that ethical employees have a significantly higher percentage of vintage when compared to unprincipled employees (Bass, 2019). In the majority of instances, the organisational culture has had an impact on the behavior, philosophies, and standards of employees in dissimilar workplaces (Skaggs, 2017).

The objective of this investigation was to evaluate the potential of ethical behavior and organizational culture, as well as methods for promoting ethical conduct in the workplace. The quality of management inspirations and enhances organizational presentation because they are responsible for transforming change within the organisation. The primary factor that has influenced the issue of organisational culture and unethical behaviour is the interaction with a variety of ethnic contexts in the workplace.

The findings of 350 defendants from both the isolated and public subdivisions have demonstrated an important correlation between organisational culture and principled conduct among personnel from various divisions. Goswami (2010) has conducted prior research that has demonstrated the expressive influence of printed or unwritten procedures on the ethical decisions of employees. Additionally, research has shown that in order to reduce the level of organisational culture, organizations must endeavor to enhance the organization's qualifying factors and decrease its disqualifying factors.

Disqualifiers are cultural apparatuses that must be reduced in the culture of each organisation due to the fact that their involvement will exacerbate unprincipled behavior. In the context of qualifying factors, it pertains to the fundamental components that each organisation should address in order to establish ethical possessions and the foundation for performance. It is advantageous to comprehend the correlation between the ethical conduct of employees in the municipal sector and those in the private subdivision, as well as the organizational culture and employee culture.

Investigators for example Ghatak (2016) devise concluded that organisation must establish an interior culture that encourages employees to refine their ethical judgements in accordance with the organizations' expectations. In other words, the ethical behavior and organisational culture of the human resource department should be the focus of diverse research aimed at influencing the cultural standards of the organisation in order to promote the adoption of ethical standards by the personnel (Ethic Resource Centre, 2016) in Namibia.

In the past, research has demonstrated that the absence of ethical values in management in the numerous departments and other private subdivisions continues to be exacerbated by principled damages (Santos, 2021). The Namibian statistics agency (2015) conducted a study that revealed 15% of management personnel believed that they were working within their department without obeying to the ethical standards of the organisation.

In conclusion, human resources division of both the private or public subdivision should deliberate on the national values of their workforces in edict to concentrate on the fluctuating ethical behaviour in all global works (Alfred, 2018). Gil. A (2018) emphasized that employees' lack of honesty and unprincipled behavior consistently resulted in subpar performance and sluggish progress in achieving profit objectives. Consequently, it is of the utmost importance to investigate the correlation between the ethical developmental purpose of employees and the organizational moral culture (Vasco, 2016).

Furthermore, the organisation will achieve a superior outcome through the integration of ethical behavior and the concept of organizational principled culture (Lucia, 2015). Research has demonstrated that ethical conduct within various organizations is cumulative and that human development is a significant factor in the perpetuation of unethical behavior within diverse organizations. Consequently, it is crucial that this investigation be integrated with other investigation factors that suggest unethical behavior among employees.

In the past, numerous organizations have encountered the issue of ethical behavior among their employees on an international scale (Gino, 2012). Previous research has demonstrated that organisational culture has both a critical undesirable and positive impact on the recital of numerous

administrations, as well as other private organizations (Meyer, 2016). After conducting a review of employee performance in collaboration with the Ministry of Labor, the Namibian Statistics Agency determined that unethical behaviour resulted in a significantly higher percentage of employees than those who were ethical in their workstations.

It has been demonstrated that the majority of government employees are not provided with sufficient information and training to ensure that they comprehend the organizations' culture from all perspectives, as a consequence of the organizations' culture being unknown to the employees. Most organizations have performed inadequately due to a lack of understanding of organizational culture, and the employers are the ones to blame for this general lack of performance. In order to establish the facts and establish a more conducive work environment, it is crucial for employers to ensure that there is a stronger association among organisational culture and principled behavior in all sectors, not only in Namibia but throughout the world (Weber, 2021).

Robert (2015) proposed that organizations establish a platform that incorporates the society in which they intend to operate their businesses when they are developing their organizational culture. This is because certain policies that the organisation has formulated are in conflict with the society, which will result in a combative work environment that will negatively impact the organizations' operations. Employers should also recruit employees who align with the organizations' culture. For instance, in the Zambezi region of Namibia, individuals attend church on both Saturdays and Sundays, while the majority of business professionals from countries such as Egypt attend church on Wednesdays and Fridays.

They may wish to compel all employees to attend their respective churches in accordance with their beliefs. Ultimately, this will result in a strained relationship, as employers will regard those who decline to attend church services unfavorably. The human resource department is encouraged to address the concerns of ethical behavior and organizational culture to ensure that the ministry and private organisation are in agreement and are moving in the same direction. This will prevent the performance of the organisation from being impacted by operations. The study should produce favorable outcomes for employees who encounter personal issues with their managers and communicate with one another. This is a cause for concern because the manipulation of reports, such as the inaccurate reporting of company expenditure figures, will be the consequence of unethical behavior among employees.

Therefore, bullying among employees is the consequence of managers' inappropriate behavior, which is characterized by the abuse of leadership in critical roles. The investigation will guarantee that it aids the organisation in formulating policies that will facilitate the organizations' compliance with the necessary operational standards. The study examines the statutes that each employee must comply with, as well as the guiding principles that every organisation must uphold, including the obligation that no one be differentiated against in the workroom. Ganoe. F (1996) posits that organizations should recruit a miscellaneous personnel and establish exercise policies that will sustenance an equal occasion program, which includes reverence for employees irrespective of their tribal affiliation. Permitting to investigation, 80% of organizations diligent their efforts to prevent employee discernment and persecution. This situation inconspicuous and negatively impacts the performance of each employee who is confronted with these obstacles (Lisah, 2014).

The acknowledged factors underwrite to a dissatisfying work situation, which in turn results in high turnover, harassment, and intimidation among employees (Freeman, 2013, p. 12). Additionally, they reduce employees' commitment to their jobs. Research has demonstrated that unethical behaviour among employees is frequently the result of poor communication, and inconsistency is another factor contributing to organisational culture issues (Shepard & Wimbush, 2015). Math erne (2014) asserts that employees who are adequately trained will be capable of communicating effectively and approaching their supervisors with ideas, suggestions, and concerns that will assist the organisation in achieving favorable outcomes.

Research has also demonstrated that inconsistency among employees is a significant concern, as employees may perceive that the company is requiring them to overstress in order to complete their tasks (Garba, 2020). For decades, numerous organizations have encountered the obstacles of ethical behaviour and organisational culture among their employees on a global scale. Numerous government ministries are confronted with the encounter of reducing the extent to which they are confronted with the current challenges of organisational philosophy and principled conduct. However, recent research directed by numerous investigators has identified that unprincipled behaviour among employees and a deficiency of truthfulness have resulted in significant losses for organizations that are competing on an international scale (Smith, 2015). The objective of this study was to empirically explore whether a correlation between ethical behaviour and organisational culture among employees in Namibia, regardless of whether they are in the government or private sector.

Swift (2018) has demonstrated that ethical conduct in the workplace has a detrimental impact on an organization's performance. Multinational corporations encounter numerous obstacles in Namibia, including inadequate profit margins and subpar performance as a consequence of unethical employee conduct (Selsa, 2018). Organisational culture has both positive and negative effects on the performance of numerous organizations, as demonstrated by various ethical behaviour research studies (Meyer, 2016). Additionally, research has demonstrated that unethical employees generate a significantly higher percentage of revenue than their ethical counterparts (Bass, 2019).

In the majority of instances, the organisational culture has provided a comprehensive understanding of the behaviour, principles, and standards of employees in various workplaces (Skaggs, 2017). It is more advantageous to comprehend the correlation between the ethical conduct of employees in the unrestricted subdivision and those in the private sector, as well as the organizational culture of the employee (Weber, 2021). Robert (2016) and other researchers have proposed that an organisation should establish an interior philosophy that will assist employees in refining their attitudes towards the ethical standards that are predictable inside the association.

In other words, it is crucial for employees to possess a more comprehensive sympathetic of the ethical issues and organisational culture within the human resource department. They should also have a significant impact on the process of altering the organisational culture in order to encourage employees to adhere to ethical standards in the workplace (Ethic Resource Centre, 2016).

In recent decades, research has demonstrated that government ministries and other private sectors are devoid of ethical values; however, they continue to be plagued by ethical destructions (Santos, 2021). The Namibian statistics agency (2015) conducted an evaluation that revealed 15% of government workforces believed that they were working within their ministry with a lack of understanding of the ethical values of their respective ministries. The research has examined the implication of group education among employees, as well as the suggestion that should assist in the fundamental solution of problems that are either caused by external or internal versions related to organisational and ethical behavior (Schain's, 2018, p.12).

Nevertheless, the perception of ethical behaviour among employees has piqued the interest of researchers, particularly those in the field of business management (Focht, 2004). Brown (2017) emphasized behaviour of employees within the organisation is a turn of purpose that is deeply rooted in the temperaments of the workforces. He also suggested that such an act will result in either a direct measure of ethical behaviour among employees. Additionally, research has contended that it is challenging to evaluate the precision of ethical behaviour among employees due to the fact that it is a highly sensitive matter that requires individuals to disclose their emotions (Brown, 1999). In the majority of cases, employees are encouraged to adhere to the organisational culture in order to be encouraged and rewarded for adhering to the organization's expectations (Trevor, 2015). This study addresses the issues of organisational culture in the workplace. Organizations are encouraged to implement ethical culture questionnaires (ECQs) as a means of ensuring that all employees adhere to the necessary organisational guidelines.

The employees' comprehension of organisational culture will be enhanced through the implementation of a series of queries that pertain to either the current organisation they are employed by or their previous employers during the survey period (Trevor, 2015). The ECQ will be able to draft a solution to the problem and ascertain the level of organisational ethical culture (OEC) within their organisation. Additionally, research will be advantageous to organizations or companies that have a history of engaging in illegal activities in their business. These organizations are more likely to exhibit unethical behaviour within their organisation and to present even fraudulent financial statements regarding their financial status.

In the present era, research has demonstrated that ethical concerns among employees who are restricted to sexual aggravation and judgement in their work environment will bring attention to unethical behaviour in the workplace. As per the 2018 research conducted on ethics and compliance innovation on a global scale, 30% of employees engage in misconduct in the workplace. The study should yield a positive outcome for personnel who encounter personal issues with their managers and report to an additional individual. This is a cause for concern, as unethical behaviour among employees can lead to the manipulation of reports, such as the unfortunate disclosure of company expenditure figures. Consequently, the maltreatment of employees is the consequence of the incorrect behaviour of managers, who abuse their authority in critical positions. The investigation will guarantee that the organisation will be able to function in accordance with the necessary standard of procedure by enhancing its policies.

The research examines the directorial philosophies that every organisation is required to observe and the laws that each employee is required to monitor. For example, the law should mandate that no one be distinguished in the workplace. Grobler (2015), proposed that organizations should cultivate a diverse workforce that enforce guidelines on exercise that provide an equal opportunity program. These policies will include respect for the workforce regardless of their ethnic background. The investigation has demonstrated that 80% of businesses are not vigilant in preventing judgement and irritation among employees. This issue is understated and inflicts harm on the employees who are confronted with instances of discrimination and harassment (harberstroh, 1961).

Kenneth (2015) emphasized the importance of each organisation having a comprehensive comprehension of the factors that contribute to a shared organisational culture, including uncertainty, poor communication, and discrepancies. The three recognized factors contribute to a disagreeable working environment, which results in employees being less loyal to their work and a high turnover rate, as well as harassment and terrorization (Johnson, D, 2019. P.12). Research has shown that unethical behaviour among employees is frequently the result of poor communication, while inconsistency is another source of organisational culture challenges (Shepard & Wimbush, 2015). Employees who are well-qualified will have the ability to communicate effectively and approach their supervisor with ideas, suggestions, or concerns that will assist the organisation in achieving positive outcomes (Math erne, 2014).

Obiebi (2018) has also discovered that contradiction among employees is a significant concern, as employees may perceive that the company is pressuring them to overplay their role in order to complete their tasks. The objective of this investigation is to examine the organisational factors that foster principled behaviour and organisational culture among personnel employed by a variety of Namibian organizations. The other issue that requires examination in Namibia is the issue of dishonesty in the workplace, where employees repeatedly engage in unprincipled behaviour by stealing money for the organisation and gaining an advantage for themselves. For instance, the current seafood rot investigation is being conducted by Aljazeera. The department of police and security force will also investigate the issue of sexual harassment in the workplace. In order for certain women to be promoted, they are required to engage in sexual activity with their supervisor.

The purpose of this research is to gain an understanding of how organisational philosophy and standards can influence employees in order to achieve the organization's long-term goals by fostering ethically amicable employees. A self-administered questionnaire will be employed to compile all of the necessary information for this examination. 300 participants will participate in this investigation. The findings of this investigation will be utilized by various organizations to motivate them to enhance their strategies.

The investigation entailed diverse array of work responsibilities and individuals of varying ages, from 21 to 60. Organizations shall utilize the information compiled from diverse organizations to identify solutions to the examination issue under review. The study will also address certain factors, such as inconsistency among employees, as one of the issues that must be resolved in this research. Employees should perceive that the policies that organizations implement

are applied fairly, and executives should provide incentives to employees who perform well. Therefore, inconsistency among employees can lead to stagnant development. An information technology center must be acknowledged in order to facilitate training from a variety of departments, with the objective of enhancing the predictable working values of employees, as a consequence of the investigation into organisational culture and ethical behaviour among employees.

In conclusion, the human resources department of either the private or public sector should consider changing the cultural values of their employees in order to concentrate on improving ethical performance in all aspects of global work (Alfred, 2018). Kaptein (2011) emphasized that an organization's profit margins were consistently impeded by unethical behaviour and a lack of honesty among employees. Consequently, it is crucial to investigate the correlation between the ethical development intentions of employees and the moral culture of the organisation (Vasco, 2016). Additionally, the organization's overall success will be enhanced by the integration of ethical behaviour into the organisational ethical culture (Lucia, 2015). Research has shown that ethical behaviour within various organizations are on the rise, and factors such as human development have significantly contributed to the prevalence of unethical behaviour within these organizations.

### **Purpose of the study**

The initial purpose of this investigation was to discover the cultural values that should help both the organization and the employees towards good ethical standards in order to achieve organizational goals and objectives (Welch, 2024). The purpose of this investigation is to have a

good sympathetic on how the culture of an institute can impact the employees with regard to ethical behaviors. The research determined the long-term sustainability on how to create good ethical responsive within an organization (Kihara, 2024). The research will also have a purpose in evaluating the impact of both organizational culture and ethical behaviors and how they impact on the performance of both the employee and the employers (Gurunga, 2022). The research has also identified the factors that leads to organizational culture and unethical behaviors among employees.

Consideration by management to focus more on the following factors poor communication, poor leadership style and discrimination are among the factors that have negative impact on unethical behaviors and organizational culture failures. The primary objective of the study was to investigate the organisational ethical behaviour that have a detrimental impact on the performance of the organisation. This is the first purpose of the inquiry. The purpose of this research is to investigate the ethical behaviour and organisational culture that contribute to both bad and good effects on the performance of the organisation. It is of interest to the researcher to gain a knowledge of how the values and culture of an organisation can contribute to the enhancement of the organization's performance in terms of both long-term and short-term goals.

In the course of this investigation, the researcher has made the decision to employ both qualitative and quantitative approaches in order to carry out this investigation and to guarantee that all of the information that is required for this research is gathered. For the purpose of gathering the information that is required for this investigation, the researcher has also decided to make use of a research questionnaire that can be self-administered as an instrument. The investigator has initiated a total of 350 participants who have taken part in this research. Each of those participants was

provided with a questionnaire to fill out in order to collect the relevant information that is required for this research. The research questionnaire was divided into several sections, each of which contained a separate set of questions. Some of these questions were demographic in nature, while others were based on responses on a Likert scale. The investigation was conducted with the purpose of enhancing the organisational policies in order to boost the morale of their workforce.

This is due to the fact that a contented workforce would invariably lead to an improvement in the overall performance of the organisation. The inquiry included personnel ranging in age from 18 to 60 years old, and the first goal is to minimize prejudice in research as part of the requirement to be met by the research committee. The other objective of this research is to incorporate a wide variety of age groups. The information that was gathered during the process of data collecting was not only helpful to the researcher, but it was also helpful to the organisations, as it will assist them in combating unethical behaviour in their working environment and will ensure that the organisation performs better.

Within the scope of this investigation, we are also concerned with organisational policies, with the goal of ensuring that these policies are in accordance with the culture of the respective community. The research was looking at a variety of different factors that influence unethical behaviour and organisational culture on a worldwide scale. The method in which employees react to the culture of the organisation will have a negative effect on how employees will also respond, and such elements are more important to this research than other factors. An investigation into the relationship between organisational culture and ethical behaviour is going to reveal the loud ethical ideals that ought to serve as a guide for employees when it comes to the formulation of policies.

According to Obiebi (2019), the examination that is being conducted in this research will assist employees in being properly motivated by positive elements in their working environment. These factors include their sense of safety in the working atmosphere, their love of belonging to the organisation, their desire to self-actualize, and their physiological needs. In order to address issues of unethical behaviour among employees, the concept of organisational culture and ethical behaviour has become a topic of discussion in every organisation, from the highest level of management to the lowest level of management. Due to the fact that employees should have the impression that the policies that are applied to the organisations should be fair and that managers should offer rewards to those employees who perform better in the organisation, the study focused also focus on some factors such as inconsistency among employees as one of the problems that will need to be addressed in this research.

For this reason, inconsistency among employees can lead to poor development. Moreover, reason, the research on organisational culture and ethical behaviour among employees need to contribute to the establishment of an information technology center that is capable of assisting in the training of employees from various departments with the goal of enhancing the working standards that are anticipated from the employees. Furthermore, according to Johnson (2019), the concept of coordinating the ethical culture of an organisation with ethical behaviour will result in a better outcome for the organisation as a whole. It has been demonstrated through research that the number of ethical behaviour that are observed inside various organisations is growing on a daily basis. Additionally, elements such as human civilization have contributed significantly to the prevalence of unethical behaviour within various organisations.

In general, the findings of this study will be of assistance to the managers of various organisations in the process of formulating strategies that will aid the organisation in the formulation of rules and regulations that will lead to the improvement of the organisation's working environment. The findings of this study provide managers with assistance in identifying areas inside their organisation that could use improvement.

### **Research aims and objectives**

One of the primary objectives of this investigation was to identify organisational cultural values that will motivate employees to adhere to ethical standards. The primary objective of this research proposal was to ascertain the impact of organisational culture on employees' ethical conduct within the organisation. The second objective of this investigation is to ascertain the long term sustainability of the methods by which organisations can cultivate employees who are ethically responsive within the organisation.

### **The main objective**

The main research objective was to develop framework in ascertaining the impact of organisational culture and ethical behaviour on the organization's performance.

### **Secondary objectives**

1. To examine the influence of organisational culture on employees' actual ethical behaviour within the organisation.
2. To analyse how employees' ethical behaviour affects the overall organisational image.

3. To assess the extent to which employees' ethical commitment influences public perception of the organisation.

According to Sakes and Mike (2018), there are a great number of elements that can assist a business in enhancing its organisational culture and ethical behaviour among its employees. Some of these aspects include employee awards, prevention of discrimination, and equitable promotion opportunities, to name just a few. This qualitative research is being conducted with the intention of determining whether or not poor leadership is a significant factor that contributes to a hostile organisational culture within the organisation. The findings of the research will, in general, contribute to a profound comprehension of the influence that ethical conduct has on the achievements of the organisation.

The findings of the study suggested that unethical behaviour is a contributing factor in poor performance, which in turn will result in an organization's inability to compete successfully on an international level (gobbler, 2020). During the course of this research, the underlying causes that produce unethical behaviour will be investigated, and at the same time, solutions that may be used to eliminate such issues in the corporate sector will be evaluated and assessed. In spite of the fact that motivation is a factor that contributes to high performance in organisations, the purpose of this research is to also uncover additional elements that may assist the organisation in accomplishing its objectives. In general, the research provides managers with helpful advice that will contribute to the improvement of the performance of various organisations all over the world. In addition, the implementation tactics that managers might use to compel the proposed strategies serve as a guide for the recommendation that is being offered.

Through this research, an examination of the two aspects of organisational culture and ethical behaviour will be provided. It also be determined whether or not these two aspects can work together, and it provides a clear understanding of how the company may be improved.

### **Nature and significance of the study**

During this final section of the study, the chapter will concentrate on the nature and significance of the study. In general, the study will identify the characteristics that attribute to organisational culture and ethical behaviour in various organisational sectors in Namibia, including those that are working in either the private or public sectors. It has been demonstrated through research that both ethical and unethical behaviour within various organisations have become a prominent factor, particularly in the department of human resource (Aragon, 2015).

When taken as a whole, the goals of this research study are to identify several aspects of ethical problems that arise in the corporate environment, such as organisational psychology and management literature (Gurung, 2022). According to Trevino (2018), it was stated that the culture of an organisation is one of the factors that is regarded to have a greater influence on the performance of the organisation. Leadership is considered to be one of the factors that contribute to the establishment of an ethical culture within an organisation. This is due to the fact that leaders who observe as being able to establish an ethical culture inside an organisation (Brown, 2018).

The qualitative technique will be used to provide an answer to the research question, which will assist in providing a solution to the research question that will describe the uniqueness of the current study. Through the use of the specific design that has been selected, the qualitative technique will be able to identify several variables in addition to the hypotheses.

It was mentioned by Knox (2015) that a qualitative method is a suitable approach because it provides quality outcomes when data is examined with a research topic (Brown, 2019). This is the reason why a qualitative method is an appropriate approach. When it comes to the analysis of the research topics, a qualitative study that is combined with an in-depth study will produce information that is more specific (Albert, 2021). For the purpose of acquiring primary information, a qualitative method will make use of semi-structured interviews in addition to other forms of recording. The researcher had better understand of how to collect data and how it might be evaluated if they use a qualitative technique. The interview will be focused on the experiences of the employees, who have a better awareness of the many cultures and ethics that are present inside the organisation (Emily, 2014).

Participants in this research comprised of selected employees as well as other top officials that administer the organisation. Focusing on Namibian volunteers, this study was carried out in line with another already-existing one. The selection of the participants guarantees their thorough awareness of the influence of moral behaviour on company performance. Based on experience, the researcher chose top managers—especially those who had kept their roles for ten to fifteen years. Target group members, between the ages of 18 and 60, were people working in positions that greatly affect organisational performance. Focus groups were used to ask some participants to review and talk about the ideas they offered. For this study, data collecting and analysis were conducted mostly with a questionnaire as the main tool for compiling material from original sources. The participants were obliged to respond to both closed-ended and open-ended items on the questionnaire.

Designed to serve the research goals, the questionnaire was self-administered. Young (2016) asked participants' organisational culture, demographic information, and ethical behaviour among other topics. Semi structured interviews also took place inside the framework of five to ten person focus groups. Additional secondary data came from sources like government papers, corporate releases, and academic articles. Data acquired from the several sources were recorded and examined using tables, graphs, and images once they were gathered (Shoko, 2018). The results revealed if employees' intention to act ethically among Namibian workers in the public and private sectors connected with the ethical culture of companies. The study underlined numerous important elements, among which the need of giving top managers training to improve organisational culture stands. Human resource departments were judged necessary to apply development and progress-oriented tactics for the aim of enhancing leadership abilities, honesty, effective communication, and ethical values.

It has been recommended by Victoria (2018) that it is of utmost significance for organisations to establish a culture of ethical conduct within the working environment.

This will necessitate the involvement of a significant profession in the process of establishing an organisation that is perfectly organised. According to the study problem, the department of human resources ought to establish a connection between different organisations that operate in different functional areas in order to be able to facilitate dialogue that is related to ethics and that exists between different stakeholders (Harrison, 2006).

Due to the restricted size of the participants who would provide more input to the research that is being studied utilizing a variety of sampling approaches, it is recommended that future researchers supply a greater number of participants who would make the findings more comprehensive (Douglas, 2004). It is the research's weakness that the expected results are not more accurate than expected, and the recommended description of the potential scientific and social economic advantages to the community that will come from the success of the project is that the community will profit from the project's success.

The study provides an insight on essential concerns about factors that are required by the company in order to improve on organisational culture and ethical behaviour of employees within diverse organisations. This understanding is provided by the study. The purpose of this study is to identify how people from various cultural backgrounds would behave in terms of their ethical leadership and how they will be able to turn the effects of bad performance into a manner that is appropriate (Frederick, 2018).

### **Research questions and research hypotheses**

The following are the primary research questions that have served as the foundation for this research proposal, enabling the development of a framework for the study's execution. It is crucial to formulate research queries that are determined by the research objectives and the intended outcomes of the study. Natasha (2015) examined that a research query will generate favorable outcomes because it will offer the researcher a clear path to pursue. An individual must possess comprehensive experience in the development of a well-formulated research question in order to generate an effective research question.

1. How does organisational culture influence actual ethical behaviours among employees in your organisation?
2. How do employees' ethical behaviour impact the overall image of organisation? To what extent do employees' ethical commitment influence the public perception of the organisation?
3. How do organizational cultural variations influence employees' ethical behaviour over interval?

## Hypotheses

When emerging some investigation hypotheses, it is very imperative to first recognize different variables within the investigation under education, which are either independent variables or dependent variables. The significance of the research study is demonstrated by the three hypotheses outcomes, which are both acceptance and rejection (Friday, 2015). Regale (2001) proposed that in a hypothesis, one should anticipate the fundamental ethical values and beliefs that reinforce organisational ethical culture. These values and beliefs are associated with the actions, performances, and objectives of those who wish to share the culture.

The following are the five hypothesis which are developed based on the research questions:

- **Ho1.** Organizational culture has no significant influence on employees' ethical decision-making processes.
- **Ha1.** Organizational culture has a significant influence on employees' ethical decision-making processes.

- **Ho2.** Employees' ethical behaviour has no significant impact on the organisational image.
- **Ha2.** Employees' ethical behaviour has a significant positive impact on the organisational image.
- **Ho3.** Employees' ethical commitment does not significantly influence public perception of the organisation.
- **Ha3.** Employees' ethical commitment significantly influences public perception of the organisation.

In this highly competitive industry, management needed to understand the extent of the motivational factors required to encourage employees to improve their job performance and increase their productivity (Srivastava & Barmola, 2011). Therefore, it was important to identify the factors that related to job performance.

In an article published in the US Edition of the Huff Post on February 26, 2019, Dave Johnson reported that 2,000 employees in the manufacturing industry in Pennsylvania went on strike. Union members stated that the organization's management had attempted to impose mandatory overtime and lower pay for incoming employees, which were identified as demotivating factors contributing to the strike (Johnson, 2019). The research study analyzed factors that motivated and demotivated employees in the workplace. It aimed to understand cultural and motivational factors and their relationship with job performance. For example, intrinsic motivation, such as self-fulfilments, was found to have a stronger relationship with job performance (Obiebi, 2018).

The study sought to develop a conceptual framework of motivation in the workplace, which manufacturing companies could use in their strategic planning process. One of the primary reasons for developing a conceptual framework was to provide users with fundamental principles to avoid redundancy. The research study aimed to define the relevant variables and create a map illustrating their interrelationships, presented in the form of a diagram. Additionally, the conceptual framework outlined how the researcher proposed to define and address the remedies to the research problem (Adom & Hussein, 2018).

## **Chapter Division**

### ***Chapter 1: Introduction***

This chapter provides an overview of the study, including the research problem, objectives, research questions, significance of the study, and the scope. It introduces the context of the study on the relationship between organizational culture and ethical behaviour of employees in the Zambezi Region of Namibia.

### ***Chapter 2: Literature Review***

Chapter 2 presents a review of existing literature on organizational culture, ethical behaviour, and their interrelationship. It discusses theoretical perspectives, previous studies, and the global and African context relevant to the study. This chapter also highlights key models and frameworks used to understand ethical behaviour and organizational culture.

### ***Chapter 3: Research Methodology***

This chapter outlines the research design, methodology, and data collection techniques used in the study. It describes the population, sample size, and the research instruments, including

questionnaires and semi-structured interviews. The chapter also explains the data analysis methods and ethical considerations.

#### ***Chapter 4: Data Analysis and Findings***

In this chapter, the collected data is analyzed and presented in detail. Tables, charts, and graphs are used to summarize the findings and provide insights into the relationship between organizational culture and ethical behaviour in the Zambezi Region. This chapter also discusses the interpretation of the results and compares them with previous research.

#### ***Chapter 5: Framework for Organizational Culture and Ethical Behaviour***

Chapter 5 presents a conceptual framework for understanding the relationship between organizational culture and ethical behaviour. This framework is developed based on the findings of the study and incorporates theoretical insights from the literature review. The chapter outlines strategies for improving ethical behaviour through organisational culture and provides a roadmap for implementing ethical practices in organisations.

#### ***Chapter 6: Conclusion and Recommendations***

This final chapter summarizes the key findings of the study, drawing conclusions about the relationship between organizational culture and ethical behaviour in the Zambezi Region. It discusses the implications of the findings for policy and practice. The chapter concludes with recommendations for organizations to enhance ethical behaviour, strengthen organizational culture, and improve overall performance. It also suggests areas for future research on this topic.

## **Chapter Summary**

Chapter 1 introduced the study on the relationship between organisational culture and ethical behaviour of employees globally and in the Zambezi Region of Namibia. It outlined the research problem, emphasizing the significance of understanding how organisational culture influences employees' ethical decisions and actions. The chapter set the stage by stating the research objectives, which include examining the impact of organisational culture on ethical behaviour and identifying ways to enhance ethical practices within organisations. The scope of the study, which focuses on both public and private sector organizations, was also defined. Additionally, the chapter discussed the significance of the study for policy makers, business leaders, and academics, and highlighted the research questions that guide the investigation.

## CHAPTER 2: LITERATURE REVIEW

### Introduction

The literature examination comprised of material that was acquired from a variety of scholars and then interpreted by those experts. A portion of the information was unprocessed data that the researcher gathered on their own. During the course of the research, pertinent definitions are thoroughly defined, and the research itself provided constructive material that assisted in the development of the study and helped it to progress. This chapter was divided into two parts: the first was a theoretical inquiry, and the second an empirical study. The objective of the chapter was to find elements connected to ethical behaviour inside various ministries, and the first sections of the chapter featured theoretical investigation, which assisted in addressing the purpose of identifying these characteristics. The second phase of the chapter concentrated on qualitative research.

The research utilized both qualitative and quantitative approaches to data collection and analysis strategies. Empirical inquiry was generated by both of these strategies. The use of qualitative research methodologies was claimed to have limited value in the field of social research, as stated by Mane (2018). Mane placed a strong emphasis on the significance of minimizing the gap between theory and data, which ultimately leads to ideas that can be put into practice. A thorough examination of the existing literature served as the basis for the research project, which aimed to determine the elements that influence ethical behaviour in places of business. Therefore, it was vital to have a general understanding of the term "ethics" before attempting to identify these

aspects. In addition, it was essential to differentiate between concepts that are closely connected to one another, such as ethics and morals, because they frequently overlap.

The existing literature study offered a framework that allowed for a better understanding of the current situation in organisations that had distinct cultures and how the characteristics of these cultures influenced the performance of the organisation. It investigated the role that organisational culture plays and the impact that it has on the success of businesses. During the review, several aspects of organisational culture were investigated and measured, as well as the influence that these aspects have on collective performance. A lack of cultural assimilation inside corporations was a major reason of corporate failure in prior generations, according to evidence that was uncovered in the past (Smith, 2020).

Managers in the business world were urged to acknowledge that improving the culture of an organisation might lead to improvements in the performance of the organisation. According to Callahan (2018), the efficiency of an organisation could be determined by determining whether or not the performance of the corporation was acknowledged by both the employers and the employees. A significant body of literature provided background information on the current state of the organisational culture of a corporation (Emerald, 2020).

The evaluation of the literature review yielded material that was pertinent to the role that organisational culture plays in the process of putting organisational goals into action. The following topics were discussed in the literature review: the primary sources of organisational culture, the history of organisational culture, organisational distinctions, weak and strong organisational cultures, the meaning of organisational culture in relation to business performance,

the different types of organisational culture, the measurement of actual performance, and the role of organisational culture.

According to Schneider et al. (2018), organisational culture is responsible for establishing the values that employees should adhere to in order to accomplish the goals and objectives of the organisation. According to research that was conducted by Yirdaw (2018), organisational culture had an effect on how employees adapted to their work environment and how they interacted with employees and stakeholders. In subsequent research, it was shown that organisational culture used both human and non-human resources in order to construct powerful teams and enhance performance (Flamholtz & Randle, 2018). Weber and Tarba (2019) discovered that a significant number of top managers utilized organisational culture as a means of distinguishing the performance of their companies from that of their competitors. In addition, Flamholtz and Randle (2018) stated that the key basis for fostering innovation within their organizations should be the leaders of the organizations themselves.

The research highlighted the importance of business founders putting into action measures that will effectively guide staff in conforming to the culture of the organisation. It was essential to develop standards that were in line with the expectations of the employees in order to ensure that they appreciated the culture, which in turn fostered a commitment to the values themselves (Lefty, 2019). It was necessary for the culture of the organisation to be founded on genuine principles that could be accepted by both the bosses and the subordinates. It was necessary for management to be aware of the values in order to reduce the likelihood of any adverse effects being experienced by employees during the implementation process (Hatch, 2015).

Organizational culture and ethical behaviour are the two dynamics that do not only affect the organization as an internal but it does affect the external side such as the working society where the business is conducting its operations. The shared values and beliefs that will always help to shape the ethical behaviour of the employees within the organizations are the ethical standards that each organization is required to adopt in their working places. The actions based on the decision making in the organization will always ensure that decisions should be aligned well with the ethical principles that will ensure that there is fairness and integrity within the organization.

The two elements of organizational culture and ethical behaviour of employees will always help the organization as the guiding principles that will always lead to many organizations to gain more access to the market example KFC, globally the company is well known for their loyal to the customers and ensure that they provide the necessary needs that their customers are requesting. Not only the above point but also the aspect of their employees who receive the necessary on ethical standards expected from their employees on how the organization expect them to behave in their working environment. This will create the image of KFC to be one of the successful companies to be well known company with good reputations.

Multinational companies that are in conflict with their employees over wages will in the end have a multiple problem when it comes to profit making and creating a good reputation's, the financial institutions such as IMF will require to finance those big companies, the idea that the those companies who met the requirement to be financed by IMF in any case they might have a bad record of paying less wages to their employees this will always have a negative impact on the part on their financial part.

The concept of organizational culture according to Edgar have three levels such as artefact, values and assumptions, therefore the organization should ensure that the values of their organizations are respected by both the employers and the employees and the assumption it should ensure that it does not affect the performance of the organization in any way. The primary goal of each organization is profit making, therefore profit making does not come without a proper coordination between the employers and the employees this was reviewed by many researchers in the same field of organizational culture and ethical behaviour. According to Trevor (2018), he addressed the issue of good governance in ethical behaviour within the organization because ethical dilemmas in the organizations are common in ensuring that all employees adhere to the guiding principles of their organization. This can happen only if the employers can able to offer more training to their employees to ensure that each and every member of their organization is well trained with the principles of the organizations.

It is important that every organization should emphasis on the ethical framework within an organization that will ensure that it promotes a working environment with transparency in their decision making process including trust and accountability. A strong organization will ensure that there is a reduction in a number of unethical behaviour such as low number of cases on corruption and fraud because those are the instrument that can help to measure if the level of unethical behaviour is high in any organization.

According to the foundation of Schein he stated that the understanding of organizational culture requires a system of shared assumption and values in which leaders are enforced with good behaviour that will lead many organizations to achieve organizational goals. He furthermore stated

that managers within different organizations have a great role to play in development of organization therefore are organization are encouraged to employee managers who understand the culture of the organization to ensure that it should not bring conflict between the managers and the organization culture.

According to Hofstede theory of cultural dimensions he started that the workforce should focus on the following dimension, power distance, individualism vs collectivism and uncertainty avoidance, this will ensure that the applied organizational settings that will help the organization in making decisions that will yield more results to their organization.

The model of Cameron has identified the four types of organizational culture that will also assist the organization to improve the development of the organization such as market, adhocracy and hierarchy. Among all the above mentioned elements, each of them have a different contribution that improve on the values such as innovations, results and control because different culture has different way of influencing the organization in decision making process.

Research has reviewed that a positive organizational culture will encourage open communication that should bring trust within the organization and at the sometime it will foster ethical behaviour and bring more innovation to the organization. Different organization will take advantages of open communication to ensure that everyone within the organization is having responsibility to ensure that they accountable for everything that is happen within the organization.

It is important to respect employees because a culture that believes in values and transparency will help employees to feel more valued and they will be respected even in the

decision making process. According to Victor (2014) he suggested that ethical behaviour goes well with climate change of the organization in ensuring that the shaping of the organizational ethical behaviour 'should be refers to collective perception of ethical practice because ethical climate will always impact decision making because the conduct of the employees will depend on the climate change as every action or step will happen at a different time frame.

The responsibility of the organization will depend on the contribution the organization makes to the society where they are conducting their business, the contribution that the organization plays to the society will always have an impact and this can influence how the organization can respond to their culture.

Studies have proven that a code of ethics and compliance is are formal ethical program that will ensure that will ensure the code of ethics is enforced within the organization. Therefore, the organization should ensure that they have an ethical program that ensures that every employee is aware of it and is respected at all times. Measures should be in place the ensure that the reputation of the program to maintained and that everyone within the organisation understands the ethical codes in full. Resources such as clear guidelines on ethics should be provided by the organisation to ensure that the framework for employees is well aligned with the organisational policies.

### **Theoretical framework**

Cliff (2017), proposed that a theory be developed to clarify a specific event. The theory was developed to assess the extent to which the performance of the organisation can be enhanced and the organisation can be transformed to an international level by the ethical conduct of its

employees and organisational culture. The interaction of employees from various ethical groups within the workplace is one of the factors that can assist in the guidance and resolution of organisational issues.

Keon (2019) proposed that employees' moral decisions are influenced by written or implicit procedures. Globally, numerous organizations have engaged in a debate regarding organisational philosophy and ethical behaviour for centuries (Gino, 2019). Research has examined the issue of ethical behaviour within the organisation and has revealed that businesses that are even participating on a global scale have experienced a decline due to the absence of veracity among employees and immoral conduct among workers (swift, 2018). A theoretical framework on ethical behaviours and organizational culture have various concept that will integrate the theory of organizational culture and ethical framework and the behavioural science in nature. The theory of psychological behaviour was suggested by Icek Ajzen, (2014), in his research and he suggested that most behaviour are influenced by attitudes which are subjected to norms and other elements which are related to ethical behaviour.

The expectation of employs in every organization which are subjected to the norms and perceived behaviour within different individuals which are mostly likely to have act ethically. The integration of various theories helped to understand how different organizations will shape their ethical values and their organizational culture at large. When we refer to ethical behaviors we are not referring to individuals within the organization but include the whole organizational environment. This may include also the leadership style which has a strong influence on the performance of the organization at large. By ensuring the best theory an organization can able to

match with their policy that will affect their operations. Organization should consider choosing theories that can help to foster organizational strategies that will improve on their performance.

This unethical behaviour among employees within the organisation is one of the many challenges that many organizations in Namibia are facing, as they are confronted with sluggish growth margins. According to John (2018), the routine of various organizations global has both positive and detrimental effects as a result of unethical behaviour among employees.

The Namibian Statistical Agency (2019) conducted an evaluation that concluded that unprincipled personnel generate a high proportion when compared to those who adhere to the organization's policies. Managers must recognize the relationship between the company's culture and their employees, as well as the performance of the society in which they operate their business. Hatch (2021) proposed that the framework of comparison in organisational theories is believed to place a greater emphasis on human articles, behaviour, traditions, and conventions.

The examination of organisational culture has revealed that it has emerged as one of the most significant domains; however, some researchers have also contended that it has become the most active arena in terms of formal research on organisational culture (Halevy & Wilkins, 2018). Additionally, the organisation should prioritize internal culture, as it serves as a guide for employees in refining their attitudes towards the ethical standards that are expected of them (Bass, 2019).

On the side of the quantitative theory, the management theory has focused on mathematical model that will help to shape the decision making together with operation of management which will emphasis on the management information system that will management in making decision. Qualitative theory has the basis of finding solutions for specific problem which is concerned with

understanding on the impact of organizational culture and ethical behaviour of employees. Organization should determine the advantages of having a proper type of leadership in moderating the variables in the organizational culture and ethical behaviour of employees.

The theory on quantitative should be able to gauge and give a full explanation on management performance and what influence are they experiencing in their working environment throughout the country. It is best for the researchers to use mathematical models and information system that will help to monitor the performance of both the organization and the employees in order to make better solution to the improvement of the organization for future development. The use of quantitative approach in leadership style will help to determine what impact does it have on the side of the organization and its involvement on effort to improvement commitment on both employees and the organization. According to (Allen, 2017) he stressed that employees will be actively involved in the success of the organization only through the combination of transparency and integrate are both involved and ensure fair decision making process is done properly.

In order to ensure that the functions within the business are conducted properly it is important that the business functions are in relation with the organizational policies that will help to ensure that there is proper relationship between working together and the functions are done in accorders to the guiding principles of the organization. The theory on the current study has the objectives that should have a proper impact on the performance of the organization.

The researchers are expected to determine the set of behaviour and how it affect the performance of the employees the research is determined to focus on servant leadership style that will ensure that behaviour are encouraged to allow employees to shape their attitudes. The question over the theory of leadership are focused on guiding the employees and among individuals. The

theory further states that organizations should view the variables which are concerned with interactions of variables between organizational culture and ethical behaviour of employees therefore technology and other factors such as the organizational policies plays a role in determining the norms and ethical standards among individuals within the organization.

The problem of unethical behaviour among individuals are not affecting the organization but they do also affect the society were the business is operating, therefore the of organizations to conduct more trainings on ethical issues it does not only be focused on one side, the people already the societies should be encouraged to be offered training how they should behave themselves when they are outside either region or country to ensure they respect the norms and culture of other people. The norms of the people should align well with the decisions making because the type of problems with require different type of solutions.

Some researchers argue that the theory was never being demonstrated by most of the researchers that should help to provide a universal in the type of leadership in the management positions specifically to those on top positions to ensure that they apply the correct approach to every problem in the organization. The top leaders are not encouraged in the top positions to dictate in any situation but rather are required to transfer knowledge to their colleagues to ensure that they gain more skills from their leaders, in other situation the leaders should be able to lead by examples to ensure that everyone understand the work that need to be done in every situation.

Under the theory of contingency it is believed that management should find strategies on how to overcome the problems that affect the two variables within their organizations as this determine whether organization have developed a proper leadership style or it requires amendments on the type of leadership style available in their organization. The theory was

postulated was one of the researcher (Richard, 2018) where he suggested that organizations need to be modified with a number of changes in the management style to ensure that different situations must require different approaches to solutions.

The theory will help to understand the relationship that exists between organizational culture and ethical behaviour of employees by helping to ensure that everyone understands the research questions under this study and how they assist the researcher to find solutions to the research questions. Furthermore, the research question should be able to guide the researcher on better solutions that will help the researcher to reach a better recommendation and conclusion that will help both the organization and the future researchers to have a clear picture on the side of organizational culture and ethical behaviour have on the organization and the society. In the other impact, the research will have directions in which the organization will be guided to ensure that management must perform to their best level as required by the organizational policies to deliver quality work in most of the times.

Most of the organizations like the supermarkets and other private do reward bonuses to their employees based on the performance of the organization, the more the organization will perform the more they will be rewarded. Some of the staff members are given promotions as part of the rewards for their achievements towards reaching the organizational goals and objectives. It is better to choose the type of leadership style that should be able to focus on both the employees and the organization to ensure that there is transparency in every situation, therefore a servant leadership style will focus on both and will be applicable to different organizations.

The effectiveness and other measures that will ensure leaders understand and have the good characters that will lead to employee satisfaction during the time of valuation of performance among employees. According to (Goswaami, 2010) recommended that top position members should be able to evaluate and understand the content of both servant leadership style and contingency theory in order to ensure that there is a good understanding among the theories which are being mentioned in this research. According to Richard he made a strong analysis on the side of the transactional with transformation on the two types of leadership style and he suggested that job satisfaction goes hand with element of choosing the best type of leadership style within the organization itself. Organizations should look at educating their top position employees on issues that will lead many organizations to achieve or promotes element of integrate and good ethical values, moral and norms within the organization. Good morals or motivation will lead an organization to achieve their best results and be able to compete globally. The culture of the organization should be respected by employees from different departments but managers are encouraged to ensure that they lead the chain and ensure that staff members they have to follow some suit.

Development of the organization does not come through manager's achievements and therefore it is a combination of both the employees and employers to ensure that they work together in order to achieve the goals of the organizations. The goals and objectives of the organizations can be achieved through coordination of other stakeholders who are involved in the operations of the organizations, example supermarkets in Namibia like pick n pay they need to work with ministry of finance under the directorate of customs and excise, because on the side of import of

goods the supermarket will have to engage with customs as their stakeholder, therefore they should be a strong coordination between the two stakeholders.

Grant (2008) underscored the importance of possessing a comprehensive understanding of managerial society and moral performance in the workplace. If employees are to improve the organization's performance and encourage staff members to maintain high ethical standards in the workplace, they must have a significant impact. Johnson (2019, p.12) posited that the importance of teamwork among employees is a powerful fundamental method of resolving issues that are caused by both internal and external versions that are related to ethical conduct.

Additionally, research has demonstrated that the most effective method of assessing ethical conduct among employees is to administer a questionnaire that includes an ethical culture questionnaire. This provide each employee with a clear understanding of the rules that govern their organisation.

An analysis has been devised by researchers to facilitate the comprehension of organisational theory and the success of businesses in their operations. The human resource department devised the following combination of theories regarding ethical behaviour and organisational culture.

The four (4) fundamental primary theories of ethical behaviour and organisational culture are as follows:

### **Classical theory**

The classical theory according to Max Weber was developed to emphasis on organizational culture as a contemporary theory that will deal with management and the principles of understanding how organization can develop the ethical standard within their organization. The theory of Max Weber furthermore suggested that they should be strict rules and the authority on the designed principles of the organization that will ensure that ethical behaviour are set with the required rules of the organization.

The further it suggested on the ensure of fairness which can lead to many organizations to reduce on the issues of favoritism among employees and ensure that there is transparency within the organization among individuals within the society. On the classical theory, Frederick Taylor recommended standard procedures among individuals when it comes to ethical morals in the workplace. His focus was to encourage employees to concentrate on ethical behaviour which are required by the organization to ensure that there is proper coordination among the organization and their employees.

When focusing on ethical behaviour and organizational culture one should look at the key points into consideration.

Clear structure. The classical theory should be well defined in both the policies and their structure this will ensure that when decision is made it should be clear and follow the required guideline which are inter connected with the classical theory. impersonal practice, the organization

must focus on the management on the standard procedures which each organization should focus in ensuring that it should foster the relationship with regard to ethical issues.

Centralized control, in classical theory to deal with behaviour that comes with model of classical theory that will deal with top down decision making process where the leadership has to deal with enforcing the rules patterning to ethical behaviour. The classical theory has a foundation that will help to shape the organizational culture and management control to ensure that measures are in control and will guide many organizations to be able to adapt on efficiency at the sometime to ensure there is control over organizational culture and ethical behaviour among employees.

The theory addresses the primary aspect of business in terms of the formal method of organisational structures (Ghasemi, 2016). In the majority of instances, classical theory primarily addresses the issue of dividing specialists into tasks in a manner that optimizes the company's performance. The objective of classical management is to priorities the professionals and positive relationships within the organisation and the potential impact of these relationships on the organization's performance.

This theory is designed to assist numerous enterprises in achieving their objectives (Esther, 2018). Classical theory delineates the beliefs that encompass the economic and physical requirements of society. The classical theory promotes the specialization of labor integrated and decision-making, and ultimately revenue margins (Taylor, 2015). Within the workplace, the classical theory delineates divisions. Top management, intermediate management, and low management comprise the workplace.

(Lucia, 2018) emphasized that the task is deconstructed into smaller components during the specialization phase, which facilitates the completion of the work on time. Specialization in a

single task will also facilitate employees' comprehension of their responsibilities, which will eventually lead to an increase in production. The classical theory posits that the implementation of an autocratic system in management theory is conducted through consultations with the entire group. Once a decision has been made, the instructions will be implemented downwards to all employees. This type of management theory will be beneficial in the decision-making process, as it involves the rapid decision-making of a single leader in contrast to the decision-making of numerous leaders or supervisors.

### **Neoclassical theory**

The theory was developed to integrate the behavioral sciences into management in order to address the number of issues or challenges that are currently being encountered in the classical theory. Biden (2010) proposed that the theory of belonging and social is a recognized component of effective performance in the workplace. The organization's performance can be enhanced and employees' motivation can be increased through the implementation of strategies to enhance interpersonal skills (Robbin, 2022). Additionally, research has demonstrated that social factors (employee relationships) are among the factors that managers must take into account. Managers who neglect to consider the social factors of their employees are expected to interact with employees who are resistant to change and unable to adhere to the organization's culture. Managers must identify fundamental values and methods by which their employees align with the organization's operational standards (Brown, 2015).

Employees must be organized in a manner that enables them to share their responsibilities with the appropriate information amidst themselves. Research has demonstrated that the

implementation of an alternate structure for employees will facilitate their integration into the organisation and their ability to achieve their objectives (Trevor, 2015).

### **Modern management theory**

This management theory offers a robust recommendation to senior management regarding various strategies for the development of implementation strategies within their workforce (Dodson, 1993). During the organization's earliest stages, managers employ this theory to establish guidelines that will aid in the achievement of its objectives and, on occasion, to inspire employees (Patton, 2018).

Modern theory was primarily employed by organizations when they desired to implement numerous modifications to their business practices concerning the extent of technology utilization (Charlie, 2019). Managers are obligated to employ mathematical techniques and new technology when conducting performance assessments (Dessler, 1977). At some point, modern theory provides a viable alternative to classical theory, which considers workers to be solely motivated by financial gain. By contemporary theory, the methodology is predicated on a system that evaluates both quantitative and behavioural sciences to establish the organization's position (Lucia, 2018).

### **Theory of motivation**

This theory emphasizes the motivations and sources of inspiration that motivate employees to accomplish the organization's objectives (Osbert, 2018). The majority of theorists who advocate for motivation theory maintain that employees should be proactive and execute their responsibilities accurately (Bernard, 2019). It is imperative that managers comprehend their

employees' behavioral patterns and preferences in order to identify the most advantageous methods of facilitating the organization's success. The organization's objective is to motivate employees to optimize their utilization of the available resources while simultaneously generating revenue (Chris, 2020). Managers must consider the factors that influence their employees' emotions in a manner that does not compromise the performance of their responsibilities, as employees are expected to produce high-quality results.

### **Leadership theories**

The theories on leadership have some functional physiognomies, just like servant leadership, the literature review indicated or reviewed that the researcher understands the evolution of how leadership is characterized. The behaviour which are related to servant leadership are outlined in the literature review of this research, which is under study. The leadership theory it originally developed by previous researchers (Callaham, 2018) and it became one of the greatest theories in the history of leadership from different organizations.

In South Africa and part of Namibia, the researcher argued that leaders are characterized by but characters in nature and personality, which are very crucial. The theory of leadership focuses on two aspects, which are individuals and the work that individuals do. Studies have proven that there is no assurance that an individual's specific traits make some of the individual's characters makes them prosperous in their careers they occupy. Some of the followers of leadership theory do not agree or argue, or appreciate the traits because certain traits do distinguish leadership from others may include as integrity, honesty and self-confidence. In many cases, the theory has helped

many researchers in ensuring that they know the characteristics of listening, persuasion and empathy as one of the evidence any leader can possess in their working environment.

Leaders under this theory are born with certain characteristics which fits them to be good leaders in their working environment. However, critics of the theory does not have a bases or fixed characters such as the approach does not recognize situation which are characterized of fundamental organisational configuration. In other hands some researchers use this theory to question on traits which are displayed by servant leadership which might be workable when enhancing employee job satisfaction. A key consideration of this theory is that leadership is allowed by the members or the employees to take part in the decision making process from the lower level to the top level. Even though the current study only focuses on the characters which futures on servant leadership and its awareness. During the decision-making process the concept of inclusion of employees it appears to contradict with organisations which are more into centralized where decision is drawn from top-down. Others authors have advocated into transformational theory because they believe in the type of leadership that will focus on leading the organisation to move forward.

However, the researcher findings indicated that some of the authors assumes to transformational leadership rather than motivating the employees to do their level best to achieve organisational goals. The kind of leadership style will create an impressive to the employees to feel more motivated. In other words, servant leadership in other researcher's point of view has suggested that transformation theory will always align with employee motivation. In terms of transformational leadership this theory appears to be too theoretical, because some of the

employees will need to be given more guidance in terms of their duties and responsibilities. When compared to servant leadership the employees seem to emulate what their leaders are doing in the workplace. The research aims to establish if employees under the leadership of servant need more guidance on how to improve job performance within the organisation.

Under the theory of transactional leadership which was first developed by the researcher Max in 1947 it established that had made a lot of changes in developing management of skills by managers and transforming the knowledge into some more shareable skills between the employers and the employees. The theory later changed the basics of managements by Bass in 1981 into a planning and controlling which had changed the judgment style into a friendship context whereby employees were allowed to positions of managers within the organisation itself. Transactional theory values organizations to perform according to the rules and regulations of the organizations. Transactional theory is a typical theory that will focus on conditional recompense kind of management because it focusses on positive and active interexchange between the leaders and their employees.

The employers or employees who support the transactional theory according to Bass he suggested that they deserve to be rewarded or recognized for their achievement toward getting the goals and objectives of the organizations. Other researcher has agreed that transactional theory unlike servant theory they share the same characteristics of responsiveness and encouragement. But some researchers argued that transactional theory limit the amount of innovation that needs to be achieved by the group of supporters of the theory.

It is the responsibility of the researcher to ensure that they evaluate the similarities or the characteristics of the two theory such responsiveness and persuasion how they might lead to

innovation and job satisfaction within the employees and the organizations at large. The success of a good leader depends on behavioral approaches instead of their normal qualities. Researchers believe that the fundamentals task that relays on the approach of style approach is associated with behaviours. The employers or managers how they unite the behaviours in order to influence the approach or theory behaviour are the essentials of styles.

The critical part of this theory on leadership is that is based on the deal of identifying the problems or issues that affect the organizations and their employees. The theory main emphasis is to teach or deal with the problems that will affect the managers or the leaders and adjust on the common outcomes of being good leader. Furthermore, the theory focus on teaching employees to emulate good behaviours from the leaders and be able to transfer the skills to their young to ensure that the organisation grows and can compete at international level. The behaviour which the leaders from both theories should display knowledge that the followers should be able to imitate and make the organisation grow in future. The aim of the theory is not just about the current leadership, but it also focuses on developing skills and knowledge for future leaders.

For future researchers, it is recommended that a proper investigation in future should also focus on displaying behaviour by the leaders in both theories in terms of how they treat their followers. In the same vein, the other researcher, Hersey in 1969, tested another theory called situational leadership, which was developed to emphasize to put of focusing on the current situation. Therefore, the theory should be able to address the effectiveness of the current task situation and compare the type of leadership theory that would match with the task assigned by the organisation.

One of the researchers, McCleskey, in 2014 he stated that the theory of leadership should be able to adopt the similarities and the differences according to their leadership theory and be able to study according to the situation and development levels among the members within the organisation. Other researchers like Rawat, in his research he argued that in leadership theory, it all depends on the type of the employees you are supervising, as some of the employees will display motivational approach. Meanwhile some leaders they show autocratic rule which some of the employees will not sure an interest of learning from the supervisors.

Autocratic rule is in contradiction with transactional theory, therefore managers should be willing to teach or transfer their skills to their subordinate in order to prepare them for future good leaders of the organizations. Some employees they prefer situational leadership in their working place as they are anxious about making mistakes in their workplace. Some employees feel so great when they are being supervised in all aspects of their work.

The theory of situational depends on two occasions: one is to make the connection between the task to be performed with accurate results, and the other is to determine the relationship among behaviour and the maturity of the employees when they are performing their task in their working environment. The theory of situational leadership will help both the researchers including the employees who are willing to take on a management position to check whether the theory supports servant leadership, which encourages job satisfaction in the workplace. The theory of situational will help to measure the impact of responsiveness among employees of the organisation.

The process of decision making in the workplace, from top to down, when it comes to this theory it does not show or give employees any opportunity to define their review before final

decisions are made by both sides of managers and employees. There are some types of leadership which focus on negative leadership, which is called toxic leadership theory. This type of leadership, in most cases it creates a very big harm based on the characteristics of leaders. Research has shown that the theory of toxic leadership has an impact on the organisational trust and job satisfaction. The efficiency of a leader depends on diverse outcomes, specifically on the side of the employees and on their task or variables. Based on the above mentioned theories, Biden (2010) suggested that some leadership theory they take so long to build and that some of the theory they do not work in some of the organizations.

According to Bruno (2014) he stated that leadership is a long process that requires time to build someone to become a good leader for any organisation. Even though some researchers have developed some arguments stating that with servant leadership it does not work with every organisation to take so long to build someone to become a leader. Similarly, in Namibia to become a leader you need to first need to become a servant and you need to develop a desire first that must lead someone to be better to attain power to lead an organisation. Studies have shown that leadership in any organisation must be able to create a good relationship within the organisation.

The table below is a summary of the previous on the gaps between the theories.

**Table 1:**

*Leadership Theories*

Theory	Declaration of the Theory	Influence to the Study
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The Trait Leadership Theory	Confident individuals are born with superior characters that make them great bests	To know if a front-runner's traits as such as snooping, understanding, persuading and forethought demonstrated in servant leadership, are important for job gratification of the employees
Participat ory Leadershi p Theory	Participants of the society work composed to make judgements	The theory helped in determining whether traits such as mindfulness of servant leadership potentials improve sympathetic of workforces in a federal organisational assembly setting
Transfor mational Leadership Theory	Transformational leadership involves and escalations the awareness of their groups concerning the dignity and approval of the purposes, as well as the approaches to attain those objectives.	Used to regulate whether employees under servant leadership need some leadership hence affecting their job satisfaction. the theory helps understand whether detailed servant leadership qualities also revenue great organisational results
Transacti onal Leadership Theory	A contingent-reward type of leadership that has both optimistic and vigorous	To examine whether the mutual appearances between transactional leadership and servant leadership such as understanding and encouragement
	transaction between frontrunners and supporters.	could underwrite to any interference to revolution leading to job disappointment.

Behavioral Approach	The accomplishment of a leader is based on their behaviour moderately than their natural qualities	The philosophy helped understand whether the behaviour exhibited by servant leaders may lead to supporters emulating the personalities of their leaders leading to more servant leaders.
Situational leadership	Leader's consideration ought to be paid to the difficulties of a given position.	The philosophy helped to check whether emotional maintenance in servant leadership which is also communicated in situational leadership influences on the job consummation of employees.
Contingency Theory	Leadership could not be unspoken basically on individual appearances and capabilities; it is also helpless upon situational undercurrents	Used to clarify whether servant leadership can be used in dissimilar situations, and how that controls on operative job satisfaction
Servant Leadership Theory	Underlines on individual greediness and existence of provision to other people	The theory was used to comprehend whether the physiognomies of servant leadership diluted the association between unified structure and underling job satisfaction.

Leadership theories, particularly ethical leadership and transformational leadership, emphasise the role of leaders as moral agents who shape employee behaviour through role

modelling, reinforcement of ethical standards, and the creation of shared values. Proponents argue that leadership behaviour directly influences employees' ethical decision-making by setting expectations and establishing norms of acceptable conduct. However, critics note that leadership-centred explanations may overemphasise individual agency while underestimating structural and cultural constraints that shape behaviour. This limitation suggests that leadership theories alone are insufficient to explain sustained ethical behaviour in organisations, especially where unethical norms are institutionalised.

Classical organisational theory, with its focus on hierarchy, formal rules, and bureaucratic control, provides a foundational understanding of how organisations attempt to regulate employee behaviour through policies, procedures, and authority structures. While this approach contributes to understanding compliance-based ethics, it is limited in explaining ethical behaviour that extends beyond rule-following. Critics argue that classical theory assumes rational compliance and overlooks informal norms, values, and moral reasoning, which are central to ethical decision-making. Consequently, classical theory offers only a partial explanation of ethical behaviour, particularly in dynamic organisational environments.

In contrast, theories of organisational culture provide a more holistic framework by recognising that ethical behaviour is embedded in shared values, beliefs, and social norms that evolve over time. Cultural theories explain why employees may engage in ethical or unethical behaviour even in the presence of formal rules, highlighting the influence of informal practices and collective meaning-making. However, cultural theories have been criticised for their abstract nature and challenges in empirical measurement. Despite this limitation, they offer a more nuanced

explanation of ethical behaviour than classical theory by accounting for both formal and informal organisational dynamics.

## **Conceptual framework**

Over the course of the last several years, the concept of organisational culture has been responsible for a significant number of businesses' extremely bad performance on a global scale, as stated by Bernard (2016). The influence of organisational culture, which can be traced back to the following sources: the culture of the state, social resources, governance structures, and environmental change, can have a detrimental impact if it is not taken into consideration. Organisational culture appears to be a very cultural approach that influences the attitudes of individual employees from various organizations, whether they are private or public, according to research that was conducted in the 1980s by a group of researchers from Africa and Europe.

This research was conducted over the course of the decade. According to Kennedy (2015), the degree to which employees are valued by their bosses serves as a critical factor in determining the success of a company. An organisation may have a solid foundation of good plans, but if the management does not respect the employees, the good tactics will not work as anticipated. This is because the employees respect the management.

Employees' ethical behaviour can only be evaluated by the culture of the company if there is a balance of power between employees and employers (Dixon, 2016). This is the only condition under which the culture can be determined. The word "organisational culture" can be defined in a

straightforward manner as a convention or a collection of beliefs that governs the manner in which an organisation conducts itself in relation to its personnel or the environment in which it functions.

According to Cliff (2022), many companies place a high priority on the ethical actions of their staff members as one of the instruments that they take into consideration. When new employees join an organisation, they should be informed about the significance of the organization's culture before they sign their contract (Shein, 2016). The human resources department of any organisation has a significant part to play in the process of enhancing the culture of the organisation. When we talk about the culture of an institution, we are referring to things such as the traits that an organisation may offer to society, such as support to the general public.

### **Attentiveness, Impression and Theory**

Past research that was conducted by the researchers has shown that each research should start with attentiveness rather than an idea and end with a theory. The above-mentioned aspects were dealt with in the literature review and have been presented; the study of each research should have been accepted from the researcher's interest, so that it should not create any unethical issues. The researcher must be able to examine specific components that affect both unethical and ethical behaviour of the employees within different ministries. In the same vein, the researcher must be able to examine the existing theory, which should be able to identify certain factors that influence the behaviour of employees.

### **Theory on Employee Satisfaction**

The theory that works with attitudes and performance was addressed by (Hackman (2014) who suggested that employee performance depends on motivation within the organisation. The

doctrines on the theory of employee development requires skills, task identity and feedback, the growth of any employee depends on the psychological growth that will drive the right attitude that will yield better performance. One of the researcher (Given, 2018) suggested that psychological factors in human attitude he experiential in dealing with issues related to employee motivations in the workplace.

Some of the authors, like Telemann (2014), argued that the definition of job characteristics in terms of skills as mentioned above, he argued that the definition or the theory of job performance is not well-stated or measured. The results from the previous studies have suggested that there is less or insufficient results to determine whether job theory helps to distinguishes the character and motivation goes head in head. In many ministries or other private organisations, research has suggested that employees within the organisations have different perceptions of the availability of motivation from their employers. An increase in motivation will always increase the performance of the employees, Research has shown that employers should give more opportunities to individuals who are willing to develop their organisations rather than for personal gains.

Regardless of how hard the job is, research has shown that motivation and job performance are so interesting in getting the organisation to achieve their objectives. Some of the employees makes their job to be more challenging because they don't love their jobs as they only work in order to satisfy their basic needs. Some of the employees they don't even evaluate their job description in order to understand the nature of work.

The current study on ethical behaviours and organisational culture is considered to be a focal point for the leaders and the employees to improve on their understanding and gain more skills, and build more trust to one another. The theory on motivation is one of the driving elements

that can lead any organisation to achieve job satisfactory in nature. The literature review of this research mentioned critical relationship that exist in different theories. The theories on Maslow on how to motivate employees in the workplace should give some strong recommendations to organisations on different methods of improving organisational performance. According to (smith, 2014) he made some critics that some of the research has not been systematic when it comes to theories of motivations in different organisations.

The higher the motivated employees the better the performance of the organisations as this will make the job to be done on time. The motivation theory should be able to present a full explanation on how individuals should be motivated in order to improve their performance. The employers should not consider the number of employees their organisations are having when it comes to motivation, it is the responsibility of the employer to ensure every member of the organisation remains motivated in order to achieve the objective of the organisation.

The theory furthermore indicated an extent to which motivation should not be in a form of bias, regardless of whether employees are uneducated it remains the responsibility of the organisation to ensure that every employees remains motivated. Awareness programs should be maintained by the organisations to educate the staff members on the importance of motivated employees and how does it improve performance within individuals. The theory on motivation has not been evaluated on the limitation by many researcher's example one of the researcher suggested that every employee have same needs while different perceptions. Self-realization are among the factors including money that will influence the job performance within the organisations.

Both monetary and non-monetary elements are among motivational factors which are included in the element of job satisfaction. In different organisations, they are categories of employees, they are employees who are generally very lazy to work and what they do is to avoid work were possible, and there is another category of employees who would want to work but with strict supervision in order to do their work. The theory of motivation if implemented properly will ensure that employees should be able to understand their role and be able to facilitate and ensure that actualization.

Under the leadership of servant theory, it focuses on facilitating the development and humbleness with honest care for employees attached with selflessness. According to (McClelland, 2014) in his theory of achievement he argued that employees have three needs when it comes to emotions, such as: achievement, power and affiliation, he further said that the basic needs of employees are ignored in his theory therefore, they need more research to be done to improve on the needs of our employees.

Motivational factors should lead to job satisfaction because the growth of every employee depends on self-growth, but some of the authors have argued that there are some limitations which are not mentioned by many researchers. Every employee will be required to work in a very conducive working environment, such as better salary, good company policy and proper administration, all of which are considered hygiene factors. The hygiene factors form part of motivational factors, and they are responsible for the development of every organisation. Employees feel more comfortable when they are being recognized within the organisation. Some employers don't value their employees, even if they perform better or reward them in any form of reward to make them feel loved by the organisation.

## **Conceptualization and operationalisation**

The concept of conceptualization in research we refer to the concepts of variables that needs to be studied. Meanwhile operationalization in the concept of research it refers to tangible to be used in the research in order to measure the idea. For the researcher to have a clear understanding ethical behaviour s within different organisation it is very important for the researcher to understand what it means by ethical and unethical behaviour s.

As the researcher the concept of ethics needs to be clearly classified with its meaningful by the researchers based on the literature review that involved both qualitative and quantitative approach of data gathering. The theory on ethical and unethical behaviour s by the employees from different organisations should has been on table discussion by both the employer and the employees. The researcher made a comprehensive literature review based on the research topic with regard to organisational culture and ethical behaviour s of employees in Namibia.

As researchers it is recommended to understand the factors which are connected to ethical behaviour s in this study and be able to build some strong foundations that will help both the organisation and the employees on how to improve organisational culture. It is very important to have a comprehensive literature specifically in Namibia that will determine the forces that needs to change and improve the economic development of the country not only to develop an organisation but also the nation at large.

A comparison of literature review from other country like south Africa are needed order to identify the factors that will motivate the organisation when it comes unethical behaviour s which are not needed in the organisation. The approach of organisational culture and ethical behaviour s need various elements or levels of influencing which are either from internal or external.

The policies that the organisations use needs to be evaluated on overall performance and establish if there is a need to improve on the skills of the employees. The internal forces such as company policies the approach of identifying unethical behaviours need a qualified instrument that the researcher must use to ensure that all the factors are identified and make recommendations on how to improve such factors. The approach should identify the levels on the basis of specific factors which are listed on the literature review with different authors with the purpose of identifying what impact ethical behaviours has on the performance of the organisation globally. The process of theory is a collaboration because an inquiry on ethical and unethical behaviours are as the result of organisational culture, which might be either in conflict with the behaviour of the employees.

Organisational culture theory provides the overarching framework for identifying the independent variables, namely shared values, norms, leadership practices, communication patterns, and ethical climate. These cultural dimensions inform the operationalisation of organisational culture indicators used in the quantitative analysis and guide the development of qualitative interview themes.

Leadership theory, particularly ethical leadership, informs both the mediating variables and the analytical focus on managerial influence, ethical role modelling, and reinforcement mechanisms. These theoretical constructs are directly reflected in the measurement of leadership behaviour and in the interpretation of how management practices shape employee ethical behaviour. Classical organisational theory supports the inclusion of institutional and structural

variables, such as formal rules, policies, and compliance mechanisms, which are examined as contextual factors influencing ethical conduct.

The conceptual framework integrates these theoretical perspectives by clearly illustrating the relationships between organisational culture (independent variable), employee ethical behaviour and ethical commitment (dependent variables), and organisational image and public perception (outcome variables). This framework guided empirical testing by informing hypothesis development, variable selection, instrument design, and data analysis procedures. Quantitative analysis tested the hypothesised relationships specified in the framework, while qualitative analysis explored the mechanisms and contextual explanations underlying these relationships.

### **Independent and dependent variables.**

When conducting research, it is important to understand the variables which are included in the research and their importance to the outcome of the research during the research findings. They are two variables in this research which independent and dependent variables, each of the variables have a different effect towards each other.

### **Independent variables**

Independent variables are variables which are manipulated to observe the effect on another variable. In the study of organizational culture and ethical behaviour of employees, organizational culture is an independent variable because it emphasis on the shared values, norms and beliefs that will have an influence on employees on how they behave towards their organizations. Research has indicated that a strong organizational culture will have a strong influence on how to improve the performance of the organizations globally.

Let's take a look at the following examples of independent variables within different organizations that were nominated to be part of this research. Leadership practices- this has to deal with the ethical standards which the leaders within the organizations which they set themselves on how they expect their leaders to manage their organizations. Communication norms- this has to deal with openness including transparency in everything that has to deal with the organizations, this may include proper flow of information between the employers and the employees. Reward system- this has to deal with the type of incentives and the type of recognition mechanism that will help the employees to get promoted based on their different behaviour towards what they have achieved within their organisations. Decision-making process- this has to deal with the decision-making process that should include ethical considerations by the top leaders to ensure that the decision does not have any negative impact on both the employer and employees.

### **Dependent variables**

Dependent variables in this research refer to the outcomes which are very measurable to assess both negative and positive on the independent variable, it may also refer to the decisions that should align with the ethical standards of the organisations. Decision-making in ethical dilemmas- this has to deal with leaders on how they should make moral decisions, which are very complex in situations that require one to be more flexible. Reporting unethical conduct – it has to deal with taking actions in situations where both employers and employees are involved in unethical behaviour, therefore, it is the responsibility of the employers to deal with unethical conduct being done within the organisation.

## **The relationship between the variables**

It is very important to establish the relationship between organisational culture and ethical behaviour to ensure that the research becomes more interesting. Based on this research, studies have shown that a constructive organisational culture leads to improved ethical behaviour with a coefficient of 0.370 which means 37% of the variations in ethical behaviour that means there is a variation in ethical behaviour which is attributable to fluctuations in organisational culture.

### **Practical implications**

It is very important to understand the two variables to help many organisations to foster ethical behaviour which are very helpful to many organisations. Organisations should be able to cultivate a strong ethical culture that should be able to address and encourage both the employer and employee to encourage them to make proper decisions which are very important and at the sometime be able to promote ethical standards that will enhance organizational culture which integrated with the overall performance of the employees.

## **Ethical issues in the workplace**

Over the course of the last few decades, research has demonstrated that ethical problems among workers who are sensitive to discrimination and sexual harassment in their working environment serve as a warning sign for unethical behaviour in the workplace. On the basis of the findings of the research that was carried out in 2018 on the worldwide benchmark for the ethics and compliance effort, it was discovered that thirty percent of the employees are guilty of engaging in misconduct in the workplace.

Leadership that is unethical occurs when employees have personal difficulties with their bosses and report to one another. This becomes a reason for concern since unethical issues among employees will lead to the manipulation of reports, such as supplying statistics on corporate spending that are inappropriate. Therefore, such behaviour of bullying among employees is the result of inappropriate behaviour on the part of managers, which is a result of abuse of leadership in key positions. By conducting this research, the company will be able to ensure that it receives assistance in formulating policies that will support the organisation in operating extremely effectively.

Every organisation has regulations that require every employee to obey the guiding norms and standards of each company. These laws also require that no one should be discriminated against in the workplace. Discrimination and harassment are two major issues that should be addressed. According to Johnson (2015), it was advised that organisations should hire a diverse workforce that should impose rules on trainings that will provide support on equal opportunity programs. These policies would include respect for employees regardless of the tribe from which they originate. According to research, eighty percent of organisations are not cautious in preventing discrimination and harassment among their employees. This problem is underappreciated and has a negative impact on the performance of every person who is confronted with the obstacles of discrimination and harassment (Lisah, 2014).

Every organisation in the entire world will be required to anticipate change. Any business that is resistant to change will not alter its operations, in contrast to businesses that are willing to work towards new innovation, which will be in a better position and will be more successful.

Because we are human, we are required to adjust to any working environment. Employees are also required to adjust to growth in terms of the development of their talents and their motivations.

There is a significant relationship between a person's intellectual capacity and the changes in conduct that occur as a result of exposure to their surroundings. There is a tendency for employees to modify their behaviour in reaction to differences in their social groups. Adaptive systems have the ability to influence environmental changes by either taking into consideration the direct impact or the indirect impacts that are caused by adaptive response.

There is also the possibility of an indirect response resulting from adaptation, which can also assist employees in comprehending the level of complexity that exists within the context of their working environment. The research from the United States claimed that approximately sixty percent of the world's population is working either full-time or part-time from a remote location through the use of the internet. With relation to the financial savings associated with working remotely, this has resulted in an increase in both productivity and job satisfaction.

### **Teams as an Adaptive System**

According to Biden (2010), he described a team as a collection of persons that come from a variety of backgrounds, are dependent on their task, and are able to share their responsibility in order to accomplish the task that has been assigned to them. A team is a group of individuals who are integrated into either a small or large group with the common purpose of achieving the specific objective that they have set for themselves. As employees, we all have the ability to adjust to any situation that may be presented to us. The majority of managers anticipate that their organisations will experience significant growth in terms of the output achieved in manufacturing. Therefore, it is expected of every manager to be very demanding of their employees. As a result, the greater the

manager's expectations are, the more employees should be able to adjust to changes that should take place. In the role of managers, it is of utmost importance to observe the behaviour of employees within the workplace and to see how they react to change.

The managers should also make some observations regarding how the employees are reacting to the environment in which they are working. Additionally, the managers should observe whether or not the employees are adjusting to the actions that are being taken by the managers. When managers are able to achieve this, they should be able to motivate their people, because individuals who are driven consistently bring in positive results.

They are individuals within the team that are completing their task on time, and they deserve some sort of award for the outstanding work that they have done. This pushes them to create better outcomes for the organisation, which is a win-win situation for everyone involved. The managers who want more positive outcomes may occasionally reward their employees with positive phrases, such as "thank you for the job well done." These words will help that particular employee to feel so happy or motivated by such statements from the managers. In our circumstances, the managers who want more positive results will reward their employees that way.

It is always guaranteed that employees will adapt to the environment and bring in more outcomes when they are rewarded with positive phrases. This is because employee rewards are always positive. There are various scenarios in which managers who fail to compensate their employees for a job well done or who fail to reward their employees at all would result in the employees putting in less effort than they would otherwise. According to Base (2019), he emphasized that employees who achieve quality results but are not rewarded for their accomplishments will have their work environment produce unproductive results. This is because

he is currently adjusting to a work environment that is decreasing in terms of engagement to produce good results. In the context of the workplace, motivation functions as a system for adaptation.

According to Denver (2019), motivation may be defined as the quantity of interest, the level of liveliness, the degree of commitment, and the amount of imagination that every employee can bring to the organisation them on a consistent basis. Any employee whose performance is rewarded by their boss will always perform with high performance. This is because they will understand that their outcomes are being acknowledged, which will motivate them to work better.

When it comes to managers who fail to encourage their employees within the team, the message will be conveyed to the members of the team that even if you perform to the best of your abilities, you will not be recognized for an exceptional and good job. Because if one employee on a team of twenty employees is being motivated by the management, in the eyes of the other nineteen employees, it will actively spread to other members and give that encouragement to others which will urge them to perform better, it is very vital for employers to focus on inspiring their employees.

In a similar vein, the effect of motivated personnel will be enhanced invention. This is due to the fact that innovation is essential for the success of any organisation in terms of its long-term plan. Therefore, the most important thing is to foster an environment that encourages both creative thinking and motivation in the workplace. In order for businesses to achieve success, they should make investments in employees who are motivated. This is because people who are motivated are more likely to be responsible for the generation of new ideas and for improving the performance of the firm.

In the context of the workplace, goal-seeking might be viewed as an adaptation. According to Smith (2019) he highlighted that goal seeking in the work environment is related largely with conduct s, in order to adapt to any changes in the work environment it requires changes in the behaviour in order to attain the objective of the goal of the organisation. It is of utmost importance for managers to ensure that a feedback system is in place for any assignment that is assigned to employees. This feedback system should serve as a means of identifying the employees who are performing the best within the team. Alterations to the working environment can result in either changes in the on-time or off-time of employees in terms of control in the process of accomplishing the company's stated objective.

According to Emily (2015), one of the most prominent researchers, he proposed that the working environment and behaviour are related with the response to behaviour that is aimed at achieving goals. To ensure that we are successful, what adjustments do we need to make to the environment in which we work? According to Tony (2015), he emphasized that it is more vital for leaders to focus on driving the firm forward for a successful future, and that the decision should ensure that people continue to perform at a speed that is one hundred percent. We should be able to construct an adaptable working environment that will ensure there is an increase in productivity. This will require us as managers to have proper monitoring of our staff. As leaders, we should be able to design such an office atmosphere.

Efficiency and effectiveness are two typical tools that we, as managers, can use to improve the performance of the organisation. These are two of the most popular tools that we can utilise. The term "efficiency" refers to the manner in which the task will be carried out in such a way that

we make the most of the limited resources that we have. We are referring to the manner in which the task will be carried out in order to achieve better results when we talk about effectiveness.

Laura (2015) claimed that employees who feel that they are more engaged in their work environment are more productive when compared to those who are left behind. This is in contrast to employees who find themselves falling behind. The organisations that are performing at higher levels, if one takes additional statistics, it reveals that such companies involve a significant number of their employees in their production operations. As managers, we should recognize that employee engagement is absolutely necessary for both efficiency and effectiveness. It is because of the high level of burnout that exists within the workforce themselves that the companies are seeing lower levels of production. This is because the employees are less engaged in their work.

As managers, we should take note of the benefits that are connected with employee involvement in the workplace, and we should acknowledge that employees are often more productive and efficient when they are close to management, even when it comes to decision making. This is something that we should take into consideration.

### **Establishing a Working Atmosphere that is Flexible**

It was suggested by Kati Peditto, 2021 one of the most distinguished professors in the department of science and leadership, that in order to empower a very good working environment that is truly adaptable, there are four dimensions that any organisation or company can do. These dimensions are as follows: place and space, productivity and performance, well-being and connection, and finally workforce and experience.

The success of the job that any company does is largely dependent on the personality characteristics of each individual worker within the context of the workplace in which they are

carrying out their responsibilities. According to research, one of the most significant issues that employers face in the workforce is ensuring that their employees are engaged in their work. To alleviate the issue that exists between the employer and the employees on the reasons why they can collaborate, a review ought to be carried out. It would be beneficial to do an analysis in order to assist in locating the appropriate solutions to the issues that are being investigated.

Other circumstances, like as the current COVID pandemic, have presented challenges to the physical space in which work is being done. As a result, managers will be required to develop new strategic approaches to conducting business in order to address these challenges. It is of utmost significance that the physical environment be capable of adjusting to accommodate new tasks that are carried out in order to enhance the condition that is now being experienced.

### **Listening to the staff Strategy**

According to Dessler (1977), in his research as a chief human capital for the Department of Homeland Security, he indicated that it is very important for leaders to have weekly communication with their employees. This communication can take place in a variety of ways, including emails, face-to-face meetings, telephone calls, and morning briefings, to name just a few of the options. The objective of the weekly communication is to develop ways to enhance the working conditions of both the employer and the employees, to share thoughts on innovative ideas, to improve trust among members of the team, and to build a strong communication between members of the team.

As a result of the fact that the well-being and connection between employees and employers can occasionally have a negative effect on the entire team, it is of the utmost importance to have a strong grasp of how problems within the working environment can be a major component in

adjusting the overall working environment. In our capacity as managers of enterprises, it is of the utmost importance that we cultivate the habit of providing our employees with a forum in which they can express their opinions regarding the working environment and the enhancements they would want to see implemented within the organisation.

### **An Adaptive System**

The Environmental Protection Agency of the United States of America has conducted research that suggests that work experience should be encouraged in any workforce to get the best possible results regardless of the location of the worker's place of employment. When it comes to the work environment, we, as managers, are constantly confronted with significant challenges that pertain to employees who are both on and offsite. In this regard, as managers, there is a tendency to promote officers who are in the offices, and these officers take advantage of the opportunities that come with promotion and career advancement.

With such behaviour, we as managers ought to reward employees in accordance with their behaviour in order to cater to the requirements of the entire workforce, irrespective of where they are located. When it comes to the performance of employees at each station, supervisors are required to be able to provide consistent and objective assessment. Because it is impossible to evaluate the performance of workers if they do not have sufficient tools to carry out their responsibilities, workers must have access to a sufficient number of tools that will assist them in optimally managing their work.

## **The Dimension of Power Culture**

In the year 2022, Martin provided a description of the power culture component as an example of traditional organisational culture. Numerous companies all over the world make use of their authority in order to train employees, motivate them to engage in physical activity, or influence them to behave in a positive manner. According to Abbas (2020), businesses that incorporate power culture tend to be more centralized, which indicates that the majority of their employees are tied to various functions.

When it comes to the organization's authorities, the rules or regulations of the organisation are more closely tied to the primary genesis of the organisation (Martha, 2016). The primary facility of the organisation is the one that possesses the authority to control and exert influence over all of the day-to-day operations of the organisation. According to Selma (2021), their organisational structure is more akin to that of a web, which is characteristically more categorical in nature. The term "web structure" refers to the fact that the entire structural system is connected to the central power, which indicates that power is distributed throughout the organisation, beginning at the highest level and working its way down to the lowest level (Smith, 2015).

Due to the power struggle to keep ultimate control over dependents, Smith (2015) proposed that the power culture dimension can be utilized by both smaller and larger businesses. This is due of the power struggle. The power culture dimension can be problematic in the sense that, if the size of the organisation is tiny, the online link becomes problematic since the activities will have to break (Brown, 2015). This indicates that the power culture dimension might be an issue. One of the elements that contributes to unethical behaviour among employees is the abuse of power inside

the company. As a result, managers who fall under the power culture dimension are encouraged to exert their influence in a manner that is more formal.

In addition, Kelly (2014) proposed that large companies are the most abusive organisations in terms of the power culture component. This is due to the fact that large organisations have a tendency to rule with terror and misuse power for personal advantages on the part of the leadership. According to Vicky (2016), managers have a tendency to give preference to close friends and family members when it comes to promotions and the distribution of tasks within their firm. Nepotism and other unethical behaviour among staff members are a direct result of the implied favoritism that exists inside the business as well as the abuse of authority by managers (Vicky, 2016).

Based on the power culture component, the majority of businesses employ a communication style known as "from top to bottom." This implies that all decisions are taken at the highest levels of the organisation, and those at lower levels are just given instructions on what to do (Kelly, 2014). Managers in this kind of organisation are threatened by changes in the working environment (Evince, 2015). This form of organisation is politically controlled when it comes to power.

There are numerous instances in which the power culture dimension possesses both positive and negative aspects. When it comes to the power culture dimension, employees may be reluctant to inform their bosses about any negative developments that may occur within their firm. According to Ronald (2015), members of society are reluctant to question their own beliefs, even when they become aware that something is not functioning properly within the organisation as a whole. When it comes to the power culture dimension, the only employees who are granted the

option to view their voices are those who have power opportunity regulations with exemption. An organisation is made up of structures that are made up of many people, but according to the power culture dimension, information may only be obtained by friends or relatives who are close to managers, and it is restricted to those people only. The other employees will not receive any information as a result of this restriction. The only way for employees to advance in their careers is if they demonstrate loyalty to their superiors (Salsa, 2015).

One of the advantages of the power culture dimension is that it moves very rapidly in the market as a result of the rapid increase in the number of internal changes that occur within the organisation. Additionally, some individuals suggest it on the grounds that it offers trust and confidence within the company (Patrick, 2018).

In addition, Patrick mentioned that the power culture dimension helps to lessen the number of contacts and misunderstandings that occur within the company when there are some difficulties. In light of the aforementioned benefits and drawbacks of the power culture dimension, it is clear that it reflects both positive and negative outcomes. As a result, managers should make certain that the implementation is carried out in a manner that does not encourage unethical activity inside the business (Patrick, 2015).

### **Concerning the Cultural Aspect's Role**

According to Brown (2015), the role-culture dimension is a system that places emphasis on two aspects: the job description and the job specialization. According to Kenneth (2013), businesses that practice the role culture dimension have a more regulated work environment, that is, their work is more controlled with accurate work procedures and attachments of rules and regulations. This has an effect on how the job description should be designed. All individuals who

are interested in filling the position are provided with a detailed job description that outlines the duties and responsibilities associated with the position.

According to Kenneth (2013), the role of the culture factor is typically utilized in both formalization and centralization, with the degree of utilization being determined by the sort of business that the company is primarily focused on. When it comes to their functions and procedures, the foundations of organisations that emphasize the role-culture dimension are more formalized and centralized than those of other organisations. Without any input from the bottom line, the top management is responsible for formulating the job description that falls under the culture dimension within the organisation. A significant number of organisations that implement role dimension theory provide their employees with rewards in the form of punishments to maintain their motivation within the organisation.

Every theory has both positive and negative aspects; hence, let's take a closer look at some of the roles that the role dimension theory has to offer to better understand its shortcomings. By the role dimension theory, workers are compelled to adhere to the rules that have been assigned to them, regardless of whether or not those regulations are favorable to them (Cliff, 2015). Every worker is required to behave in a manner that is consistent with the organization's standards, and it is strictly forbidden for them to deviate from those standards.

Any and all employees who fall under the role dimension are not considered to be members of the staff of the company for which they work. Instead, they are treated as if they were replaceable pieces of machines. Employees are not expected to bring their own strategies in order to implement their new ones in order to increase performance (Martha, 2016). This is because it is so tough to change the strategies which have already been adopted once they have been put into place. The

aspect of role dimension theory that presents the greatest challenge is the process of navigating deviations from the culture of the organisation.

When there is a well-designed structure or system in place that is efficient for the employees, it decreases the number of training sessions that are required to learn the new job (Prudence, 2021). This is one of the advantages that role dimension theory offers. If there are distinct boundaries between the many establishments and tasks, there is a reduction in the amount of conflicts, turf skirmishes, and confusion that occur. The employees and the organisation will always be protected from the abuse of power by top management if there are clear guidelines, norms, and fair rules about the organisation. A well-structured organisation will always give a good workflow and will lessen stress.

Bernard (2014) emphasized that the primary function of the role dimensions is to prevent employees from not being trusted, and that management does not grant employees sovereignty to members who are at low levels (Oscar, 2018). Bernard's statement was based on the fact that the management does not give employees sovereignty. Part dimension theory, according to the findings of other researchers, plays a significant part in ensuring that members of an organisation do not commit any errors while simultaneously guaranteeing that the organisation carries out its duties in a manner that complies with the law.

In every organisation, it is of utmost importance to categories positions according to the organisational structure. Employees should be put in accordance with their areas of expertise and innovations in order to be able to provide a greater number of results (Mijoe, 2016). As a result, any organisation that is capable of utilizing role dimension theory must also be able to deal with challenges that arise from shifting environmental dynamics (Anther, 2019).

## **Progression in the Cultural Aspect of the Project**

According to the definition provided by one of the researchers, the achievement culture component is the culture that is connected with lines of people who share a shared vision or some aims (Smith, 2022). On a more fundamental level, achievement culture can be referred to as mission culture due to the fact that it places an emphasis on the organization's primary objectives and objectives. Further emphasis was placed by Smith (2022) on the task culture, which is characterized by employees being considered to as experts in their respective roles.

In comparison to other theories, the operations that fall within the definition of the achievement culture component are more formalized. This indicates that there is a balance between the relevance of authority and the conventionalism that exists inside the organisation, ranging from the highest level of management to the lowest level of employees (Base, 2013). In accordance with this philosophy of achievement, authority is distributed in accordance with the classifications of the organisation. When compared to other companies that include the promotion of individuals to positions, the aforementioned task is accomplished through the participation of collaboration (Kenneth, 2021).

Employees are required to have suitable skills and the ability to deliver excellent work in order to fulfil the requirements of the accomplishment culture component, which places a greater emphasis on people's capacities, powers, and abilities. In addition, Base (2015) stated that the strategic objectives of this theory are to bring together the appropriate individuals and to be able to accomplish the strategic objectives of the business.

It is possible to draw parallels between the achievement culture component and team orientations, which are condensed representations of many aspects of organisational culture. When

it comes to meeting the demands of the global market, the only way for organisations to fulfil their expectations is to bring together personnel who are skilled in their respective sectors of specialization. When it comes to the top managers, it is of the utmost importance to carry out the operations with a team that is well-structured and capable of contributing to the organisational goals of the company (Selma, 2021).

Structured activities and functions that have been thoroughly reviewed have the potential to either contribute to or raise the level of competence in a global market, hence increasing the likelihood of that market's success (Allen, 2018). In addition, in order for businesses to accomplish their objectives, they should prioritise the collective efforts of their employees over the performance of individual employees. Increasingly attention should be paid to the drawbacks of this hypothesis, which include the fact that the majority of workers become increasingly oblivious to their own personal requirements and that they devote more time to their jobs than they do to their families or their social life. In the majority of instances, members of the group have more time to talk for themselves when they are alone as opposed to when they are with other people.

According to this notion, it is extremely challenging to correct other people for other people, which leads to a waste of resources and time for the organisation to make development in a satisfactory manner. One of the benefits of this theory is that in order for an organisation to accomplish its objectives, there must be a sense of trust and unity among its members. When it comes to accomplishing its mission, the organisation places a greater emphasis on the roles that teams play than it does on individuals. When it comes to the achievement-culture component, employees have the ability to adjust to new circumstances.

It is therefore the responsibility of the team managers to ensure that they select the best strategies that can make their organisation capable of competing on the global market and achieving good results. This is due to the fact that the achievement culture dimension has both a positive and a negative effect on the accomplishment of the organization's goals.

### **Contribute to the Cultural Aspects**

According to Cliff (2018), the support cultural dimension and the achievement cultural dimension are two distinct things. The support cultural dimension is founded on the shared ideas that exist between individuals and the organisation. The achievement cultural dimension, on the other hand, is based on the accomplishments of the organisation. However, some studies have described the support-culture dimension, which is characterized by the fact that employees are depicted in a diagrammatic manner into clusters, which indicates that no single individual can be considered dominant (Stacy, 2015).

When compared to other theories, the support culture dimension is characterized by a compassionate cluster structure that exerts less control over the personnel (Toivo, 2015). According to Skin (2018), the top managers are the ones who delegate tasks, which is more closely associated with the role culture dimension. According to this dimension, power can only be exercised when there is task proficiency. Individuals can bring in fresh abilities that will assist in the development of the business due to their influence.

In the context of the support culture dimension, management decisions are made to take responsibility for their employees and ensure that they are safeguarded in whatever decisions they make. Consequently, this indicates that the health and happiness of their workforce is in the organization's best interest on the whole. Building long-term relationships with one's employees

is a very significant task for managers to undertake. According to Elias (2018), a healthy relationship with one's workforce is one of the indicators that a company has reached a mature stage of development.

Managers who fall under the support culture dimension have a preference for verbal or informal communication, which typically originates from multiple directions but is carried out within the organisation (John, 2022). A number of benefits are associated with the support dimension, including the fact that there is consistently high-quality communication inside the business, which in turn encourages effective integration. The choice is made at a high level, and it requires a significant amount of dedication on the part of the individual. There is a high level of trust between the employees and the organisation, which indicates that there is a high level of cooperation among the employees operating inside the organisation. Now, let's have a look at the bad aspects of this theory: despite the fact that there is effective communication inside the company, the majority of employees tend to ignore their connections with co-workers and instead concentrate on their own personal interests. In the case that there is a disagreement inside the organisation, and the parties concerned are unable to reach a consensus on how to proceed, the conflict may become unresolvable and spiral out of control.

Support culture, as described by Brown (2015), is characterized by the selection of individual roles on the basis of rules that are of limited consequence. According to the findings of a review of research, support theory fosters an environment of openness and reactivity among employees. Before appreciating their own work, organisations are said to place a higher value on the individual talents of their staff members, according to this belief.

## **Culture within a Company Plays a Role**

In a previous instance, Peter (2015) made the assertion that culture is an essential component of international business, and he went on to say that culture consumes policy during mealtimes. It is possible to determine whether or not your organisation is moving in the right path by observing the culture and ethical behaviour of its personnel. According to Cliff (2014), the term "culture" can be described as the responsibilities, achievements, ethics, norms, and beliefs that are held by a particular group of personal or collective individuals.

According to Selma (2018), the atmosphere that exists within an organisation is the atmosphere that is responsible for everything that takes place within the company in order to accomplish its goals. When it comes to the culture of the company, there are two things that you should anticipate from employees: behaviour, whether they are said or unspoken, and a mind-set that can determine whether or not the daily tasks of your organisation are carried out appropriately. The organization's culture encompasses even the initiatives that the company does, such as its goals, morality, management, and job opportunities. The development of a robust culture that encourages employees to behave in an ethical manner is an essential component of the company. The following is a list of some of the reasons why ethical behaviour and organisational culture are particularly essential in the business world.

### **Enhanced Employee Commitment**

It relates to the extent of commitment demonstrated by employees towards their organisation and the individual's enthusiasm regarding the workforce. Employee involvement and engagement are crucial for cultivating a healthy working environment. Employee involvement

depends on the organization's culture, which includes elements that promote positive employee engagement, thereby fostering a strong culture and encouraging ethical behaviour.

### **Enhance efficiency**

Content employees consistently yield positive outcomes for the organisation. Establishing a robust organisational culture aligned with the strategic plan of the business enhances employee productivity and increases overall work output. Organisational culture is considered a significant factor that can enhance professional performance, according to researchers.

### **High achiever**

Businesses that actively promote their local communities are more likely to retain high performing employees, as these individuals possess the necessary skills to compete in the global market. Businesses must priorities the establishment of a high-performance culture and foster a healthy working environment.

### **Transformative potential**

Globally, only businesses with a robust organisational culture possess the capacity to recognize and transform their employees' efforts. Enhancing the employee workforce is advisable when a sense of accomplishment exists within the business.

### **Motivated execution**

An organisational culture that prioritizes short-term individual development and community engagement enhances employee performance and facilitates the achievement of objectives. Employee satisfaction, when coupled with strong performance, fosters a commitment among employees, leading to sustained positive outcomes for the organisation (Albert, 2015).

Healthy employees contribute to a positive working environment and mitigate unethical behaviour that foster division among colleagues.

All organisations globally must anticipate change; companies that resist it will not improve their operations compared to those that embrace innovation, which will ultimately fare better. Humans must adapt to various work environments, and employees need to adjust to growth in skills development and motivation. The intellect of an individual significantly influences behavioural changes in response to environmental factors. Employees often modify their behaviour in response to variations within their social groups. Adaptive systems can influence environmental changes by addressing both direct impacts and indirect effects resulting from adaptive responses. Indirect responses may result from adaptation, aiding employees in comprehending the complexity of the work environment's system.

The report from the United States indicates that approximately 60% of the global population is engaged in remote work, either full-time or part-time. This has improved productivity and job satisfaction, concerning the cost savings of remote work.

### **Teams function as adaptive systems**

Bailey (2016) defines a team as a collection of individuals from diverse backgrounds who are interdependent in their tasks and capable of sharing responsibilities to achieve the assigned objectives. A team is a collection of individuals organized into either small or large groups with a shared objective aimed at achieving a common goal.

Employees possess the capacity to adapt to various environments; however, many managers anticipate significant growth in their companies regarding production output. Every manager is expected to be demanding of their employees; consequently, as managerial demands

increase, employees must adapt to the changes that occur. It is essential for managers to observe employee behaviour within the environment and assess their responses to change.

Managers should observe how employees respond to their work environment while also assessing whether employees are adapting to managerial actions. Managers should motivate their employees; as motivated employees consistently yield positive results. Within teams, certain individuals consistently complete their tasks on time and merit recognition for their exemplary work. This acknowledgement serves to motivate them to further enhance their contributions to the organisation. In our cases, managers seeking positive results often reward their employees with verbal affirmations, such as expressing gratitude for a job well done. Such remarks can significantly enhance an employee's motivation and sense of fulfilment.

Rewarding employees with positive feedback fosters adaptation to the environment and enhances overall performance. If managers do not reward their employees for a job well done, it will lead to a decrease in employee effort. Base (2019) emphasized that employees who achieve quality results without receiving recognition for their accomplishments may contribute to an unproductive work environment. This lack of reward leads to decreased engagement and diminished performance outcomes.

### **Motivation as an adaptation system in the work environment**

Denver (2019) defines motivation as comprising interest, energy levels, obligations, and the degree of creativity that employees contribute to the organisation consistently. Employees whose performance is recognized by their managers are likely to maintain high levels of performance, as they feel their contributions are acknowledged. Managers who fail to motivate

their employees create a culture within the team where high performance is not recognised or rewarded, leading to a lack of incentive for individuals to excel.

Employers must prioritise employee motivation, as the encouragement provided to one individual can influence the remaining team members. In a group of 20, the motivation of a single employee can foster a positive environment, promoting enhanced performance among others.

Motivated employees contribute to increased innovation, which is essential for the long term development of any company. Consequently, fostering creativity and motivation in the workplace is essential. Companies ought to invest in motivated employees to ensure organisational success, as these individuals are more likely to generate innovative ideas and enhance overall performance.

#### Goal-seeking behaviour as an adaptation within the workplace

Smith (2019) describes that goal seeking in the work environment is primarily linked to behaviour. Adapting to changes in the work environment necessitates modifications in behaviour to achieve the company's objectives. Managers must ensure that feedback is provided for any tasks assigned to employees, as this system is essential for identifying top performers within the team.

Changes in the working environment can result in variations in punctuality or delays regarding the control of goal achievement within the company. Emily (2015) posits that the working environment and behaviour are linked to responses in goal-seeking behaviour.

What modifications are necessary in our work environment to guarantee success?

Tony (2015) emphasized that leaders must prioritize advancing the company for a positive future, ensuring that decisions facilitate sustained 100% performance from employees. Leaders must design adaptive work environments that enhance productivity, necessitating effective monitoring of employees by managers.

Managers can utilize two common strategies to enhance company performance: efficiency and effectiveness. Efficiency refers to the manner in which tasks are executed to maximize the utilization of limited resources. Effectiveness refers to the manner in which tasks are executed to enhance outcomes.

Laura (2015) suggested that employees who perceive higher engagement in their work environment exhibit greater productivity compared to those who do not. Managers must acknowledge that both efficiency and effectiveness necessitate employee engagement. Companies that perform at higher levels typically involve a greater proportion of their employees in production activities, as evidenced by statistical analysis. Reduced production in companies results from decreased employee engagement, attributed to a high level of burnout among the workforce.

Managers should acknowledge the benefits of employee engagement within the workplace and recognize that employees tend to be more efficient and effective when they are in proximity to management, particularly in decision-making processes.

### **Establishing a Flexible Work Environment**

Kati Peditto, a distinguished professor in the department of science and leadership, proposed that to foster an effective and adaptive working environment, organisations should focus

on four dimensions: place and space, productivity and performance, well-being and connection, and workforce and experience. The success of a company's operations largely hinges on the personality traits of its employees within the work environment where they fulfil their responsibilities. Research has also suggested that staff engagement is a significant challenge for employers in the workforce. A review is necessary to address the issues preventing effective collaboration between employers and employees. An analysis is necessary to identify appropriate solutions to the problems being examined. The current COVID pandemic has challenged the physical workspace, necessitating managers to adopt new strategic approaches to business operations. The physical environment must adapt to support new tasks aimed at improving current situations.

### **Employee Wellbeing and Connection**

Angie (2018), in his research as Chief Human Capital for the Department of Homeland Security, indicated that it is essential for leaders to maintain weekly communication with employees. This communication can occur through various means, including emails, face-to-face meetings, telephone calls, and morning briefings, among others. The weekly communication aims to identify methods for enhancing working conditions for both employers and employees, exchange innovative ideas, foster trust among team members, and establish robust communication among members.

The relationship between employees and employers can occasionally adversely impact the team as a whole. Thus, it is crucial to comprehend how challenges within the workplace can be a key factor in adapting the overall working environment. It is essential for company managers to

cultivate a practice of allowing employees to express their perceptions of the work environment and suggest potential improvements for the organisation.

### **Work Experience Functions as an Adaptive System**

Research conducted by the US Environmental Protection Agency indicates that supporting work experience is essential for achieving optimal outcomes across various work environments. Managers frequently encounter significant challenges related to employees, both onsite and offsite. In this context, there is a tendency to favor the promotion of those officers present in the office, leading to advantages in career advancement for these individuals.

Managers should reward employees based on their behaviour to address the needs of all employees, irrespective of their location. Supervisors are required to deliver equitable evaluations concerning employee performance at each station. Employees require adequate tools to effectively manage their work, as performance evaluation is not feasible without the necessary resources to fulfil their responsibilities. Smith (2014) noted that organisational culture interacts with a business's brand image, providing the identity necessary for competition in the global market. Culture refers to the methods by which employees from diverse backgrounds engage with one another in the workplace. Studies indicate that a robust organisational culture enhances employee focus and loyalty to the business (James, 2016). A healthy culture fosters a strong bond between employees and employers; managers promote a conducive working environment.

A robust organizational culture fosters emotional attachment to a business; thus, it is essential for managers to cultivate a culture of commitment that promotes unity within the

workplace (Biden, 2010). Managers should establish guidelines to assist employees in adhering to the provided standards. Employees must receive explicit instructions on how to complete assigned tasks within specified deadlines.

Alongside the established guidelines, a policy should be implemented to enhance employee morale, both individually and collectively, to foster professionalism in their work (Iven, 2018). Employee retention is a primary concern for most businesses; therefore, management must emphasize the significance of retaining existing staff members. Managers must prioritize the establishment of a healthy working environment, as it fosters balance and flexibility in scheduling. Additionally, it promotes collaboration among employees and encourages the development of new skills, contributing to a positive workplace atmosphere (Bruce, 2017). To enhance the significance of organisational culture, the human resources department must focus on establishing long-term objectives and ensuring that all employees are informed about the new strategies implemented (Ores, 2019).

Organisations can enhance their organisational culture through various strategies. Effective communication between employees and employers is a critical element for businesses seeking opportunities for growth. Managers should identify methods for disseminating information within their teams, such as utilizing emails. Managers must actively listen to their employees and exchange ideas for business improvement.

Allowing employees to express their opinions can enhance their sense of value within the organisation (Oris, 2015). Regularly soliciting feedback from employees is essential for identifying areas for improvement within the company. Maintaining effective and honest communication is

crucial for both employees and employers (Idah, 2014). Every issue encountered in business has a corresponding solution; therefore, consistency in actions is essential. This provides the business with a sense of stability.

### **Methods for assessing robust and deficient organisational cultures**

Research studies indicate that a considerable number of organisations have an organisational culture; therefore, it is essential to assess whether the strategies employed are robust or ineffective within the organisation. Organisations with strong cultural frameworks effectively convey their fundamental principles to both their employees and the surrounding community. Mike (2015) asserts that a strong organisational culture significantly influences the actions and behaviour of its members.

An organization's capacity to maintain a strong organisational culture is crucial for its effective functioning and for providing the necessary facilities to meet its objectives (Mike, 2015). Martin (2003) posits that a robust organisational culture leads to decreased employee revenue. The majority of employees tend to align with the organization's views, resulting in increased loyalty and dedication from the workforce. A deficient company culture complicates the identification of the core principles that govern the organisation.

A weak organisational culture is characterized by factors such as low levels of trust and confidence. For an organisation to achieve success, it must depend on the quality of its output (Mike, 2015). In the current competitive business landscape, a company characterized by complete conflict is regarded as one of the weaker entities. Employees in a company should perceive a healthy atmosphere, fostering a unit of trust and confidence within the organisation.

## **Keeping the culture of the organisation constant**

Elizabeth (2018) mentioned that to maintain the culture of the organisation, it is of utmost importance to make certain that the strategic plan of action for the culture of the organisation is communicated in a manner that is extremely obvious to every individual working for the company. The following is a list of the fundamental steps that can be utilized by various firms or organisations to maintain their organisational culture successfully.

### **Earlier Selection**

The function that is assigned to the department of human resources during the stage of recruitment is the first stage of the process of maintaining the culture of the company. According to Susan (2018), the human resources department is distinguished by the fact that it is responsible for ensuring that the appropriate individuals are assigned to the appropriate positions. During the pre-selection process, it is of utmost importance to acquire the appropriate individuals who are capable of motivating the entire organisation and ensuring its success. Additionally, the individuals must possess exceptional abilities in terms of promoting the culture of the company within the organisation.

During the selection process, it is of utmost importance to look for individuals who have a better background in the culture and who can quickly adapt to the culture of the company. In addition to being able to integrate themselves into the structure of the organisation, the persons who are appointed should, if at all feasible, be in a position to develop values that will enable the organisation to compete successfully in the international market.

## **The Process of Socialisation**

When individuals are pre-selected to occupy roles, the next stage that comes after that is termed socialization. This stage comes after the pre-selection stage. According to Moyes (2018), he stated that the new participants in the organisation have the responsibility of learning the culturally accepted beliefs and principles, including the behaviour, to behave in the same manner as other members within the organisation. This is essential for the new participants to be able to behave in the same manner as the other members of the organisation. According to Gilbert (2017), the company must guarantee that it assists all new employees in adapting to the culture of the business during the stage of socialization known as "socialization."

While the socialization stage is in progress, the following obligations fall on the shoulders of the managers and supervisors: The arrival should be educated about the culture of the business during each and every pre-arrival stage; this should be done to every employee that joins the organisation at any point in time. In accordance with Cliff (2018), the newly joined members ought to be able to understand what the organisation anticipates from them. During the last stages of socialization, the new members of the organisation need to be able to identify any issues that they come across within the company and come up with a solution to those issues.

During the final stage of socialization, staff members may either be assimilated or rejected (Jennet, 2019). This step is referred to as the assimilation or rejection stage, and it is the final stage of maintaining the culture of the organisation. It is abundantly evident that one of the signals that may indicate that the new staff members have accomplished full integration at work is acceptance by the previous staff members who worked for the business. It was indicated by Bernard (2019)

that rejection could result in the loss of aims and ideals, which can lead to a great deal of crisis within the business.

### **Construction of a Culture inside an Organisation**

There are a variety of theoretical approaches that can be taken in the context of global business to alter unethical behaviour and organisational cultures (Obtain, 2017). Research indicates that there are a variety of approaches, or potential approaches, to managing the culture of an organisation in a global commercial setting. The attitudes and behaviour that are required by a large number of enterprises to define criteria that will encourage the encounter and achieve the desired effect

It is possible to characterize culture in Namibia as something that can be managed based on the manner in which employees react to certain situations. At the same time, it is the obligation of the organisation to make certain that any changes that occur in the culture of the company are observed on a consistent basis. Research has demonstrated that it is challenging to alter the culture of an organisation because doing so would necessitate altering the underlying cultural orientation of the entire company (Charity, 2015).

The following steps can be used in the process of managing organisational culture change:

Step. 1: One needs to analyse the surviving organisational culture and be able to determine a standard gap.

Step 2: Undergoing the required organisational culture in terms of systems, induction, and commitments

Step 3: Reduce the remaining organisational culture in terms of the installed systems.

Step 4 maintains the anticipated structural culture if there is an ongoing evaluation within the organisation.

Organisational culture changes can only happen if the following conditions exist: an extraordinary crisis, a return to leadership, and a weak organisational culture (Olga, 2015). In some cases, organisational culture can be changed or made possible with special conditions that need to be taken into consideration, given the complexity of the culture of the organisation.

### **Managing organisational culture**

It is possible to define the culture of a firm as the norms, principles, and values that give guiding principles that every person inside an organisation is required to follow. All of these elements are considered to be part of the culture. According to Smith (2015), many firms and organisations are confronted with a great deal of difficulties when their enterprises expand, particularly with regard to maintaining a robust culture within the organisation. As a result, it is of the utmost importance for managers to establish a comprehensive action plan that will assist in the preservation of the organization's culture. 2014 Robert "Robert"

The following is a list of some of how organisations can continue to uphold the culture of their organisations.

## **Outline the Company's Culture**

It has been suggested by Martha (2018) that it is impossible to keep a robust organisational culture if you do not have a well-defined action plan that explains how the culture of the organisation will affect the ethical behaviour that occur within the organisation. In your capacity as managers, you must ask yourself the following questions when you are in the process of druggetting the organisational culture of any company: which characteristics have contributed to the success of the company, the values that the organisation was founded on, and do they engage internally or externally to achieve the best results?

Therefore, as managers, it is of the utmost importance that we first identify the values that constitute the culture of the organisation. This will allow us to be in a position to continue to highlight values, beliefs, and attitudes as the company continues to grow. This will ensure that the culture of the organisation remains constant for every staff member of the organisation to avoid the problem of unethical behaviour among staff members. This will be done to prevent the issue from occurring.

## **Establish A Connection**

Following the establishment of a culture that is clearly defined inside the organisation, it is of the utmost importance that the culture be communicated to each and every member of the staff who is employed by the business. Those new employees who are going to be brought into the organisation will be required to abide by the regulations that have been established by the company.

Managers and supervisors alike ought to take into consideration the fact that the procedure ought to be reflective of a robust corporate culture.

According to Victor (2015), it is of utmost significance to incorporate organisational culture into the on boarding process of your company. This is because doing so will guarantee that your company will be required to undergo continual growth. The managers of the organisation are responsible for ensuring that every employee who joins the company has a complete comprehension of the culture that the organisation is employing. The members of the staff will be in a better position to be encouraged to continue the culture when they are adjusting to their new working environment as a result of this.

### **Hiring a Culture Manager**

According to Cliff (2018), he emphasized that the more rapidly the company is expanding, the more challenges it will face. This will make it difficult to maintain and create a strong culture within the organisation, particularly within the Department of Human Resources, which is responsible for monitoring the development of the organisation. To ensure that the culture of the company is preserved, an individual must devote their full time to their work. If the organisation is in the process of developing, they must employ a culture manager who is capable of bringing about changes. The department of human resources is accountable for ensuring that they appoint the appropriate manager who has a deep understanding of the culture so that they can effectively manage the organisation. If the company is willing to commit the resources necessary to acquire a professional who is familiar with the culture, it will be able to position itself at a higher level.

## **Establish A Conversation with Your Staff Members**

According to the findings of a review of research, one of the most effective methods that can be implemented in any company is to determine whether or not the culture of working successfully is represented in the behaviour of the staff members or the employees in general. When there is a more open and honest communication with the employees of the organisation, there will be an opportunity to determine the areas in which adjustments are required to be addressed. It was emphasized by Chuma (2019) that to preserve the culture of the organisation, it is of utmost significance for managers to hold open meetings with their staff and collaborate on finding ways to enhance procedures.

Some of the employees exhibit immoral behaviour, which is one of the fundamental components that suggests that the organisation has a terrible culture. To ensure the continued success of the organisation in the years to come, managers are obligated to pay attention to the issues that are being raised by employees from a variety of perspectives and, if at all possible, address those issues. According to Fabian (2016), managers can plan one-on-one meetings with their employees or to make meetings with the head of the department to obtain the employees' perspectives on how to preserve the culture of their organisation within organisation.

## **Theories of organisational culture**

Organisational culture, also known as organisational theory, was defined by Vasco (2015) as the process that comprises the examination of efficiency and the enactment of the organisation or company, which includes the actions that they engage in with their personnel to accomplish their

objectives. A significant number of scholars investigate the ideas of organisational culture to gain an understanding of the factors that contribute to the success of certain businesses in the business sector.

The theories of organisational culture can serve as the foundation for the study of organisational behaviour inside the human resources department (Given, 2016). There are many different ways that this can be accomplished. To have a better understanding of how managers might address or improve their duties to achieve greater results, several researchers have established theories of organisational culture. (Martha, 2018) The theories involve an approach that will explain the mechanisms that are involved in the processes of organisational culture. Every organisation ought to have a culture that is well-structured and capable of bringing the firm together to accomplish the goals that it has set for itself. According to Linda (2018), all organisational theories that are associated with culture and ethical behaviour ought to be composed of a variety of disciplines and bodies of awareness. When it comes to the theories, the organisational culture ought to be composed of a set of assumptions, beliefs, and values that are held in common by all members of the organisation. This will enable the organisation to act or behave in a manner that is by the action plan or strategy plan that has been daughter.

Not only should the ideas of organisational culture be taught to the organisation as a whole, but they should also be explained to the members of the organisation regarding how they should exhibit themselves while they are on duty. The various theories of organisational culture are explained below:

## **Classical Theory**

According to Ronald (2018), classical theory is a theory that lays a larger emphasis on both the employer and the employee concentrating on job content with the resources that are accessible to them. The idea of neoclassicism was utilized for a considerable amount of time; yet, the establishment of harmony in the workplace was not the objective of this theory. Various managers from different organisations are said to face irritation in terms of their behaviour, according to this notion.

It was proposed by Steven (2019) that there ought to be an increase in the psychological and social components of persons in regard to the promotion of collaboration among members of the business. After the First World War, the neoclassical theory became increasingly popular due to the fact that it placed a greater emphasis on human relative measures. In addition to this, the theory incorporates a significant component of social and psychological aspects, which might assist workers in producing a greater number of results (Thomas, 2022).

Furthermore, the theory is centred on communication because communication is an important factor in ensuring that duties within the organisation are carried out in an accurate and efficient manner. The same can be said in Zambezi, the theory to convey to employees a sense of pride that they are vital to the firm as a whole, which brings about further benefits. The notion of neoclassicism may occasionally come into play when there is a disagreement between the aims of the team and the goals of the administration in Zambezi region. When there are strong human relations within the organisation in Zambezi, it is possible to find a solution to this kind of disagreement through negotiation. When it comes to human resources, businesses are strongly encouraged to have employees who are capable of resolving any issue that may arise.

In terms of perspective management, the theory of neoclassical management urges management to make a decision that will not have a negative influence on the performance of the organisation; additionally, it should ensure that the decision is in favor of all parties involved. In light of the fact that the primary objective of this theory is to acknowledge each and every member of the organisation (Taylor, 2014). On the basis of the research that Dickson conducted in 1943, he emphasized the importance of giving regard to the process of creating a more productive and positive working environment in society. The neoclassical theory places a primary emphasis on achieving the greatest number of results feasible. Additionally, one of the fundamental ideas of this theory is that the introduction of new structures within the organisation that are more formal is among the most important aspects of this theory.

### **A Theory of Contingencies**

As a result of the fact that contingency theory is concerned with effective leadership in a variety of settings, it concerns itself with the concept of excellent leadership in a variety of positions (Aldrin, 2015). According to the contingency hypothesis, leadership is contingent upon the circumstances that exist. This is because certain leaders in Zambezi region are more highly effective in leadership in one way or another. In addition, the theory asserts that individuals are more capable of discovering or constructing a new foundation of abilities that may be quickly modified within the business (Pele, 2018).

According to the findings of one of the researchers (Aldrin, 2015), when a company invests in leadership abilities in Zambezi region, both the organisation and the individuals working inside the organisation reap significant benefits. Based on the information presented above, it can be deduced that leaders or managers who possess a sufficient amount of positive action will have a

team inside the company that performs better in the study area (Kelvin, 2018). In addition, the theory asserts that certain leaders are more effective in certain circumstances, while others are less effective but possess strong leadership styles or skills.

In addition, Thomas (2018) pointed out that the contingency theory has a flaw in that it is unable to differentiate between positive and negative outcomes, and in the majority of instances, it is only concerned with the appropriate leadership. The majority of organisations are primarily concerned with making a profit or adhering to ethical standards. An Austrian psychologist by the name of Fred is the one who came up with this theory. He mentioned that the primary focus of this theory is on leadership. For the purpose of accelerating the pace of their organisation, managers and other leaders are strongly encouraged to be conscious of the leadership style that they employ. In addition, he suggested that a greater emphasis should be placed on the following leadership style, which includes the following components: the style of delegating, the style of participating, and the style of telling, the style of supporting, and the style of collaborating. The conditions accompanying that approach will be of assistance to managers in accomplishing their objectives.

The same can be said in Zambezi region that when it comes to leadership styles, every business employs a unique set of tactics and approaches; the variables play a significant role in the process of enhancing both the culture of the organisation and the behaviour of its employees. As managers, it is of the utmost importance to have a solid understanding of this idea because it anticipates that all individuals will develop and evolve (Oscar, 2018). The theory of contingencies can also be used to provide assistance in bringing attention to the parts of organisation in Zambezi region that present some opportunities.

It also makes it possible for a greater number of people to investigate their potential occupations, acquire a deeper comprehension of a variety of circumstances, and develop the necessary abilities. Different leadership styles will need to be used in accordance with the contingency theory for each and every different circumstance. The following is a list of some of the benefits that are connected with developing self-awareness through the process of examining different leadership styles: Additionally, it affords the leadership of an organisation the chance to evaluate the ways in which their abilities can be adapted to suit a variety of circumstances. It has also been demonstrated through research that contingency theory can be comparable to system theory due to the fact that it focusses on the interdependence of a variety of components that are involved in managerial procedures.

According to Galbraith (2017), the amount of information that is necessary by the organisation is contingent upon the suspicions that are present as well as the interdependence of the many scenarios. In conclusion, the essence of contingency theory lies in the identification of the most efficient strategies that may be used to a variety of circumstances (Tom, 2015).

### **The Theory of Motivation**

According to Gregory (2015), motivational theory is concerned with the study of empathy, which is what motivates a person to work towards achieving a particular objective. The employees who are motivated in their working environment are the ones who deliver a great deal of outcomes for the organisation in their capacity as managers. The continued motivation of workforce in Zambezi region is of the utmost importance if organisations need to achieve the strategic objectives of firms. It is emphasized in the theory of motivation Tom (2014) that it places an emphasis on the

following components: external factors and intrinsic factors. Some examples of extrinsic variables include a bonus, which is an example of an external incentive that motivates employees. Some businesses believe that providing their workers with a bonus as a form of incentive is the most effective way to motivate them to put in a lot of effort. When we talk about intrinsic elements, we are referring to the drive to fulfil human wants, which includes the desire to please the managers inside the company in order to accomplish the objectives of the organisation.

It is observed in Zambezi region that most employees are motivated by a combination of extrinsic and intrinsic causes; hence, it is very important to ensure that we grasp the combination of the two variables in order to keep our company going forward. This is because the majority of employees are motivated by a combination of these two factors. According to Everest (2014), one of the aspects that might encourage employees is providing them with long-term rewards throughout their employment. Employees can be rewarded in a variety of ways; for instance, in breweries, you could make Friday beers so inexpensive for your staff members; you could also have lunches for your staff; you could have company parties every month; and you could award scholarships to study programs. These are just a few examples.

When their superiors demonstrate or treat them with trust, stressed employees are more likely to show interest in their work (Mildred, 2018). Similar in Zambezi region, it is essential to establish a culture of trust among the members of the team because doing so results in the creation of a wonderfully upbeat environment that will result in increased advantages for either the individual or the firm as a whole. In addition to this, the sensation of being recognized within the organisation or firm is another aspect that can stimulate employee motivation. According to this

theory of motivation, employees should participate in all activities related to the company in order to increase their level of commitment to the company (Everest, 2014).

Additionally, the motivational theory suggests that every individual working for the company would like to have a clear picture of whether what they are doing is appropriate or inappropriate. As a result, it is of utmost importance for us as managers to provide feedback to our employees. This is because providing feedback to your employees will make them feel as though they are significantly valued by the organisation. In accordance with Maslow's Hierarchy, he stated that employees are motivated to fulfil their five fundamental needs, which include the need for emotional support, the need for protection, the need for respect, and the desire to actualize their potential.

### **The Theory of Modern Systems**

The term "modern system theory" was coined by Susan (2018) in her research project titled "System Theory." She defined it as an integration of various variables and concepts that includes the classical models in addition to societal and interactive knowledge. For example, according to Selsa (2018), modern theory makes it possible for an open system to exist, as well as for the interaction between the business and the organisation to function together. The idea of modernity is so dynamic that it incorporates multidimensional components of the organisation. This implies that it covers practically all of the micro and macro settings that are present in the business world.

The modern theory is more multi-variable than traditional theories since it has several variables that are either correlated to one another or interdependent on one another (Susan, 2018). In addition, the research that was examined demonstrates that contemporary theory emphasizes

the significance of effective communication inside the organisation as well as integration among staff members to ensure that the operations of the organisation run smoothly (Linda is 2015).

Due to the fact that it examines both qualitative and developmental science, the current theory is regarded as an interaction between employees and the business. When it comes to the management of the company, managers in Zambezi region that adapt to this type of theory are required to have a greater interest in statistics. Therefore, managers who are able to adapt to modern theory should require an in-depth knowledge of the staff members and how they behave in relation to their work (Precious, 2019).

As per the findings of the research, the contemporary theory is regarded as an adaptive system that is required to change in response to various circumstances (Thomas, 2018). In addition, the modern theory is of great assistance to the organisation in terms of ways in which it may be improved; the theory allows for feedback to be given from the top management to the workforce. As managers, we need to make improvements in the way that we provide feedback inside the company to lessen the amount of stress that some employees experience.

### **Factors affecting organisational culture**

According to the findings of a review of research, the values and norms that exist throughout society are among the elements that influence our organisational factors. Freedom serves as the foundation for all of the cultures that exist within the organisation, just as it would in a democratic nation such as Namibia. When it comes to public behaviour, the norms are among the elements or aspects of culture. For example, in Namibia, people are free to dress in whatever they want at the beaches, swimming pools, and hotels; however, they are not permitted to wear

short clothes in public places or even at work. This is because short clothes are considered to be inappropriate.

The following are the internal and external variables that have an impact on the culture of the organisation.

## **The Fundamentals of Leadership**

According to the findings of a recent study, the manner in which the top leadership team controls the operations of the company will have an impact on the policies and rules of the organisation. These policies and rules are established to guide the employees in the direction of attaining the goals of the organisation (James, 2019). The capacity to establish ideals that should assist employees in the process of establishing a straightforward leadership philosophy is an essential quality for a great leader to possess. Leaders who do not treat their employees with the utmost respect and dignity are not going to produce positive outcomes for the organisation they are leading.

Consequently, ineffective leadership will have an impact on the culture of the company in such a way that the employees and the managers will not be able to communicate effectively with one another. In our capacity as managers, we are strongly encouraged to make certain that how we exercise leadership is congruent with the organization's overall vision and mission. The method of making decisions should not conflict with the policies of the organisation because doing so would result in a great deal of difficulties for the organisation. Certain decisions will guarantee that the outcomes will not be favorable to the organisation.

## **The character of the enterprise**

According to Kelvin (2015), the nature of the business and the type of business both harm the organisational culture of the firm, which in turn has a subsequent negative impact on the conduct of the employees. The nature of the business that we do within society, in conjunction with the kind of product that we supply to our customers, is detrimental to the culture of the organisation. This is because if we provide our customers with subpar products, it will ultimately result in unfavourable behaviour on their part. Because of this, it is of the utmost importance that we offer our customers high-quality items, and at the same time, we should maintain a high level of service within our organisation. This will ensure that our customers continue to patronize us and continue to support us.

## **Expressing oneself**

How we communicate with one another within our business will either have a positive or a negative impact on the culture established by the organisation. According to France (2015), how we communicate within the company, where employees speak with one another, employees communicate with managers, and eventually employees communicate with customers, will influence whether or not such communication results in the formation of a friendship. In order to demonstrate the level of transparency that exists within the company, strong communication is required.

It is necessary for managers to have the ability to comprehend that employees have a faulty faith in their organization's structure, know what improvements are being made by managers to fix the problem, and determine whether or not the improvements have favourable outcomes for

both the employees and the organisation. When it comes to the level of performance that employees have towards their companies, do managers provide sufficient feedback to their staff members? To enhance the culture of the organisation, it is necessary to investigate each of these components.

## **Discovering**

The process of learning is one of the most fundamental activities that humans engage in; it can entail either direct or indirect processes that might contribute to the success of an organisation. According to Cindy (2014), businesses that are successful in the world of business need to discover ways to respond with the encouragement of innovations that may also enhance the abilities of their employees and allow them to learn and explore new things. Employees are able to convey their knowledge and contribute to the development of a powerful company through the process of learning.

## **Methods for altering the culture of an organisation**

For an organisation to achieve success, all of the stakeholders must collaborate and work together as a team at the same time. Considering that the top managers of the company were the ones who devised the most important strategic management strategies, it is necessary to have a robust strategic implementation that would involve both the employees and the employers working together to get enhanced outcomes. The following is a list of the measures that can be taken to bring about changes in the culture of an organisation.

### **Create a Vision**

When we are in the role of managers, it is recommended that we should be able to visualize the current state of the organisation as well as the behaviour that we anticipate from the employees

who are now working for the organisation (Joseph, 2012). Managers need to have the ability to comprehend the culture of the organisation and to be able to implement it without committing any wrongdoing. If it is feasible, it is also important to supply additional training to employees to guarantee that they comprehend the culture of the organisation.

It is important that the mission statement and the core values of the organisation are in agreement with the vision of the organisation; if they are not in agreement with one another, it indicates that they are unable to alter the culture of the organisation.

### **Facilitators Should Be Organised into a Team**

As leaders, it is of the utmost importance that, in everything that we do, we should put everything into motion. Within the team of employees, it is necessary to choose members who should represent other members, ranging from the top management to different departments to front linear. Everyone who is selected to be a member of the team of facilitators ought to play a significant part in the process of fostering change within the business. They should be able to model the culture that the business wants to have, they should be able to listen to the concerns of the employees, they should be able to provide feedback to others, and they should be able to identify areas in which there is opportunity for growth. The management should be able to view the ideas made by the members regarding areas that may be improved, and the feedback that is offered will be of assistance to the management in terms of changes that need to be made to the running of the organisation.

### **Prepare a Schedule and a Budget.**

When it comes to the activities that they are engaged in, any organisation, regardless of whether it is a small-scale or large-scale firm, needs to have a timeline (Vicky, 2013). We must provide feedback to enhance the performance of the organisation while we are in the process of collecting data. This is because every company has a department that is responsible for data manipulation. Without a correct schedule and budget, the operations of the business will be very slow because the organisation will run out of resources and equipment to carry out the daily activities of the business. This will cause the firm to be unable to function properly. An effective timeline will guarantee that the business activities will be carried out without any delays (Charity, 2018). This will ensure that the firm will be successful.

### **Exhibit a leadership role**

According to Smith (2015), the manner in which executives manage the organisation will be the determining factor in the organization's overall effectiveness. In our capacity as leaders, we are obligated to play a key part in bringing about substantial changes in the organisational performance of the organisation. As leaders, we should be able to generate an influence rather than force change if we want our business to bring about a change, according to research that has been examined previously.

As managers, we are well aware that the employees are the most important factor that propels the firm towards changes of a more significant nature. In this case, the staff could be supplied with sufficient training, which results in an advantage for the employees. According to James (2015), when you provide more training to employees, it indicates that you are investing more resources into the development of the firm. Last but not least, the more we demonstrate our

support for our employees by providing them with social benefits, the more we encourage them to make changes within the organisation.

### **Involve Every Single Member**

We are required to provide new employees with an introduction to the significance of the organisation from the moment they begin working for the business (Asteria, 2016). This is a requirement for any employee who joins any organisation. The issues that the company is currently facing should be brought to the attention of every member of the workforce, and employees should also be informed of the solutions to those challenges. Under our position as managers, we ought to be able to carry out some surveys within the company and acquire additional information regarding the difficulties that have been encountered.

How ethical behaviour can be encouraged in any job.

### **Written Organisation's Code of Conduct**

As managers, we should not assume that all employees are aware of the policies of the firm. Instead, we should make it a point to ensure that we have a shared understanding of what constitutes appropriate and inappropriate behaviour inside our organisation (Olga, 2016). There should be a plan in place to ensure that a list of all standards is listed in the local language, English, and ultimately in the business language. This should be done to ensure maximum efficiency. It is recommended that the written standards be published in booklets and that each employee be provided with a copy of the booklet. In our capacity as managers, we ought to be able to maintain the standards in a manner that is both obvious and respectful. In addition, managers must take into consideration the possibility of employing persons from within the organisation who are

responsible for managing ethics within the company, such as through the Department of Human Resources.

### **It is important to demonstrate ethical behaviour from the top down**

There are written ethical standards for the organisation that have been established by the corporation; nevertheless, if the top people do not adhere to those standards, the standards will be rendered ineffective because the leaders do not follow them. Throughout the entire process, we ought to be able to serve as examples for others to follow in our roles as managers, executives, and board members. As a result, it is of the utmost importance to keep in mind the following: do as I say, not as I do. Good leaders should lead by setting a good example, and the standards should be reinforced from the top down. According to Susan (2016), managers should not breach the rules and should expect their employees to continue to follow the rules.

### **Develop training that is tailored to the company's needs**

Instead of providing information that is not specific, businesses should be able to establish a platform that requires them to supply information that is pertinent to the situation. It is necessary for the Department of Human Resources to devise a few scenarios in which employees are obligated to consider the possibility of establishing positive working relationships within the company. One must, for instance, describe the impact of sexual harassment in the workplace with regard to behaviour, fraud, and other unethical activity if one makes a topic or presents a topic on the subject of sexual harassment in the workplace.

### **The development of talents to reinforce ethical behaviour**

We need to place a strong emphasis on the development of skills that will enable members of the staff to carry out their responsibilities efficiently and without any hindrances. For instance, as managers, we ought to place a concentration on instructing our staff members on how to successfully manage their time and how to find solutions to certain issues that arise within the organisation (Maria, 2018).

### **A personal code should be written down by employees**

According to Martha (2018), the executives of the business ought to establish a platform for the creation of rules and compliance that may assist in the process of overcoming the violence that is caused by unethical behaviour in the workplace for employees. After doing research, it has been determined that a significant number of the immoral impasses are interactive; hence, we can state that it is difficult to traverse them. Consequently, as leaders, we ought to make plans in order to inspire others to adhere to the same principles.

In Namibian restaurants, there have been instances of personnel engaging in unethical behaviour. According to the Ministry of Environment and Tourism (2018), as managers or owners of the restaurant, we have the expectation that our employees will greet our customers with a smile that is clean and kind. However, there are a number of unethical practices that we frequently ignore as owners of enterprises. The unethical behaviour that are faced by staff members who work in Namibia restaurants are not given nearly as much attention as they should be.

Accepting bribes; Due to the fact that personnel prefer to receive bribes and provide those customers with the finest seats ahead of those who came first, one of the typical problems that are

occurring in a variety of restaurants is the practice of accepting bribes from customers. This is an inappropriate behaviour. According to Michael (2019), the ongoing collection of bribes will result in the removal of as many clients as possible from the market permanently. It is likely that consumers will prefer to tell each other about how they are being treated at that particular restaurant as a consequence of such activities, which will leave a negative impact on the image of the organisation. An act of unethical activity that cannot be tolerated by any company in the world is earning additional money that is not permitted by the organisation. This is a violation of organisational policy.

Some members of the staff would rather assist in different departments in order to obtain an equal proportion of the clients; this will also ensure that they receive suitable compensation. When it comes to getting extra tables, the personnel would rather assist their buddies than anyone else. According to Cliff (2018), this kind of behaviour is not permitted in the business world since it will lead to hostility among the wait staff, which in turn will result in a negative reputation for the firm.

On the other hand, this is the same as accepting bribes because the majority of the time, employees will rather give their relatives and friends a first choice in order to be offered the greatest locations to sit within the establishment. It is a frequent practice that the majority of employees who work in the restaurant choose to engage in; favouritism is not permitted in any organisation, and everyone should be treated in the same manner (linear, 2013). The consistent practice of favouring customers will result in an increase in the number of opportunities available to other businesses. This is due to the fact that customers will choose to eat elsewhere if they think they are being treated equally.

In order to ensure that they do not have to pay the required amount of money to the company, the majority of employees working in the restaurant will prefer to give or ask for a discount on behalf of their friends. This kind of activity will ensure that the profit of the organisation is reduced as a result of the discounts that are offered to their friends. Various methods by which employees might acquire knowledge of the culture of a company.

According to Lilian (2019), the culture of an organisation is an essential component that must be adhered to by each and every member of the organisation in order for the organisation to advance. According to Lilian (2019), the culture of an organisation has a significant impact on the coordination, production, and effectiveness of the organisation. As a consequence, the level of job satisfaction and morale among employees rises substantially. Less attention is paid to the various ways in which employees might acquire knowledge about the culture of the organisation.

Provide your staff with training on the culture of the organisation.

Training should be provided to employees on the organization's primary cultural aims and objectives, as well as the ins and outs of the organisation. It is the responsibility of managers to organize cultural training that will result in the establishment of an organisational culture consisting of articles that can serve as references during the training (Albert, 2018). It is recommended that you hold a face-to-face meeting with your staff members to discuss the many training options available to them regarding the culture that they are expected to adhere to within the organisation. It is also possible to deliver the necessary training through the use of online courses. This is due to the fact that this method can provide the business with the ability to provide the employees with more knowledge that they require (Given, 2018). When information is gathered

in person or online, it has the potential to integrate a variety of components that can contribute to the building of a robust organisational culture.

The procedure by which the most important fundamentals of knowledge should be repeated at regular intervals should be something that trainers should be able to acquire at some point (Evelin, 2018). During the time that the employee is participating in the training session, it is necessary for the trainer to use the strategies that will ensure the employee continues to process certain ideas in their brains, which should be retained as long as possible. To ensure that your employees have a better knowledge of and ability to recall the culture of your firm even after they have completed the training, it is important to send the lessons to them on a regular basis.

As part of the meetings, we are required to present additional references that are based on the history of the company. These references may include records that were created by employees in order to propel the organisation to higher levels (Nelly, 2012). An example of a story that you may relate to new employees is the following: in 1995, we had Mr. Owen working for this company. He used to work Monday through Friday, and he would arrive at the office at six o'clock in the morning. He would stay until very late in the evening, and he would not claim any overtime pay. He loved the organisation so much that he would come on the weekends to help out if there was any issue at work that required him to use his resources.

These kind of stories will inspire new employees to put in more effort and improve their working conditions so that they can escape the organization's quality of life. For the best results, it is recommended that you incorporate narrative stories into your stories that are connected to the fundamental founders of the business, as well as the achievements and failures of the organisation

(Charles, 2018). Once the tales are preserved in the minds of the employees, the values of the organisation are restored. One way to do this is by expressing to the employees the ethical behaviour that is required from them.

Every business has a champion who is considered to be a hero. These individuals are referred to as the top achievers of the organisation, and they carry out their responsibilities in a manner that is exceptional (Michael, 2016). In each and every business, it is essential to recognize that culture is something that we acquire on a regular basis. Heroes possess the character of behaviour that are capable of reflecting the culture that is appropriate for your organisation as a whole.

Within your organisation, having those individuals who serve as role models provide the majority of the staff members with a notion of a person they should want to emulate in order to achieve success in the working environment. According to Elias (2019), employees have the ability to make a decision regarding the individuals for whom they should follow in order to change and adapt to the culture of a business.

### **Activities that Develop Teams**

By participating in activities that develop teams, one might gain an understanding of the culture of an organisation. These kinds of events will bring all of the employees together, and they will also establish a culture of branding the image of a company through the interconnection of staff members (Elias, 2019). In addition, team building provides an excellent opportunity for members of the staff to become very familiar with one another, such as how they react to one another, how they collaborate on planning, and how they find solutions to problems together.

## **Behaviour that is Required to be Ethical**

It is very vital that when employees exercise a good grasp of how good conduct has an impact towards the impact of the performance of the organisation (Sydney, 2016). Every organisation has the expectation that its employees would behave in a constructive manner while they are on the job. The following are some instances of ethical behaviour that we anticipate from employees while they are physically present in the workplace.

### **Abide by the Rules and Guidelines of the Company.**

Globally, every company has rules and regulations that all employees within the company are required to follow. The majority of companies post the rules on their notice boards so that every employee can read them and ensure that they are following what the company expects of them (Priscilla, 2012). Research conducted in Namibia has shown that many companies in Namibia make sure that every new employee is provided with rules and regulations to read, and after a week, they are required to sign a code of conduct that they are expected to follow.

The laws may include working days, the sorts of clothing that employees are required to wear while on the job, regulations about tardiness, and regulations regarding unacceptable behaviour while on the job (Clement, 2015). To ensure that one can be successful in the new working environment, it is necessary to read and comprehend the rules and regulations before signing them. In addition, the rules and regulations will assist you in conducting yourself in the most ethical manner possible (Obad, 2018). People who have a positive attitude towards their work are more likely to get promoted, and managers will not promote anyone who has a negative attitude towards their work (Robert, 2019). Therefore, showing excellent behaviour at work is advantageous.

## **Upholding Professional Connections and Partnerships**

According to Clement (2015), ensuring that you have a solid relationship with your superiors and co-workers at work is the single most important factor in ensuring the success of the company. Consequently, in order to facilitate the acceleration of our organization's progress, it is imperative that we, as executives of the organisation, cultivate positive personal relationships not only with our customers but also with our employees.

The following are examples of professional relationships that may exist in the workplace: honesty, insertion, open communication, and a reciprocal relationship.

When we, as managers, conduct ourselves in a professional manner in the workplace, we create a favourable environment for our employees to emulate our behaviour, which in turn enables them to perform their jobs in a professional manner (Andrew, 2019). Because they want to give the impression that they are doing business with an organisation that is at the forefront of professionalism in the industry, our customers anticipate that both the employers and the employees would behave in a professional manner. According to Smith (2019), personnel who deal with sales of a variety of items are expected to explain to customers how the product functions in order to encourage them to purchase the product and return for additional purchases. Accepting responsibility for mistakes and omissions

One other typical method of demonstrating good ethical behaviour in the workplace is to make sure that you accept responsibility for your own errors. This is because employees have a tendency to blame others for their mistakes, which is not a professional behaviour in a business setting (Paulus, 2021). In spite of the fact that studies have demonstrated that errors are widespread

in every aspect of business, if you continue to demonstrate that you are willing to take responsibility for your errors, you will ensure that it will demonstrate that you appreciate your organisation (Gertrude, 2012).

### **Coordinating Efforts in a Productive and Efficient Manner**

According to Cliff (2022), one of the essential components of appropriate conduct in the workplace is the ability to communicate in a way that is neither condescending nor hostile. A crucial factor that will affect the rate at which our organisation moves forward is how we communicate with both our customers and our co-workers at work. When there is great communication between the members of the team, it will help to guarantee that there is a strong understanding of the situation.

The only way for there to be a miscommunication within the organisation itself is if there is bad communication within the organisation itself. As managers, we should urge our employees and employers to have great communication within the business. To guarantee that there is effective communication, it is essential that we, as managers, support a philosophy of talking to each other in a calm and very polite manner while we are dealing with customers or even our staff members. Furthermore, we should not try to repress feelings of anger while we are at work (Alice, 2018).

### **Taking Co-workers Seriously**

To demonstrate excellent behaviour in both the working environment and in life is one of the key components of ethical behaviour in the organisation (Mercy, 2018). This is equally important in both settings. We must communicate in a manner that is both highly productive and

respectful, regardless of who you are speaking with inside the organisation. Although you may have personal differences outside of the working environment, it is of the utmost importance that you set those differences aside when you are in the working environment (Mercy, 2018). It is of the utmost importance that you call the member to your office and talk to them, while at the same time providing them with constructive comments and saying things that restore confidence to them. If your co-workers make mistakes in the workplace, it is extremely vital that you do this.

### **Innovation and significance contribution of this research**

In every part of the research it is important that the researcher should be able to design a research project based on the organizational culture and ethical behaviour of employees, therefore innovation in research is a key element that will bring fresh insight in the research under study.

It is important that the research should adopt the use of purposive use of both sampling and semi structured interview as this will help to explore how different employees or the participants are able to interpret their culture on their own voices and in the end it will add more values in terms of qualitative depth and the survey finding.

Theoretical innovations, as researcher it is important that we should use value-based innovation management, the use of normative outlines this will give an insight on how organizational values adds more values. It is more important that organizational culture should support both innovations and stability this will help the researcher to ensure that ethical behaviour are cooperating reliability. To the side of the researcher it is important that we should consider facilitating knowledge when it comes to sustainable innovation because in the implication of on ethics will create behaviour norms which acceptable to the side of the organization.

## Chapter summary

The chapter on literature review is centred on two components which is ethical behaviour s and organisational culture, it also launched on theories which the managers from different organisations should able to choose in order to govern their organisations. Other sources, such as articles, Google, books, and journals, were utilized in order to get the knowledge that was required from the scholars who came before. The theoretical aspect of this research was explored in detail in other parts of the literature review, and the empirical aspect of the study was also discussed in detail in those other areas.

The study employed Practical Research Pattern, a procedural approach that is most used in mixed methods research (cliff, 2015). Chronological Quantitative and Qualitative Research Approaches was engaged, were the researcher collect data and at the similar time analyses through measureable and qualitative based on some topic under investigation. Expressive correlational strategy was cast-off to determine the reactiveness, originality and exciting on self-reliance among employees from both the government and private organizations in Namibia specifically in Zambezi region.

The purpose of this research was to determine the nature of the connection that exists between ethical behaviour and organisational culture, as well as the ways in which these two factors might assist an organisation in achieving very high levels of success. By selecting the write theory that will best foot the organisation and that will make any organisation not be impacted by the decision making process, the study will be of assistance to management in terms of decision making. This will be accomplished by studying the organisation. When it comes to selecting the appropriate theory, it is necessary to take into account the theories in terms of the scientific method

and the administrative method. This will allow one to arrive at a comprehensive judgement after comparing the various theories.

A strong organizational culture that puts more emphasizes on ethical values will positively influence employee's ethical standard including decision making process. In order to shape the organizational culture, the employees must perceive and address the challenges of ethical challenges in the working environment. The responsibility of the companies is to ensure that they promote the core values which includes transparency and fairness which will help to shape ethical standards needed in the working environment.

In his research titled "management strategies," many researchers, including Victor (2018), were criticized on the basis of classical theory by other researchers who studied classical theory. These researchers established that classical theory does not focus more on employees and how they behave in their organisations. Victor's research was criticized on the basis of classical theory.

Other theories, such as the contingency theory, which was investigated by other academics, concentrated on management theories concerning the most effective methods for gaining access to risk, as well as the constraints that are based on the implementation of strategies within organisations. Those in managerial positions should make it a priority to concentrate on theories that will enable the company to accomplish its goals and objectives. Numerous scholars have expressed their support for the system approach due to the fact that it provides support to both employers and employees.

In addition to the elements that have been mentioned above, the system approach also places an emphasis on the environment in which we conduct our business, the formal structure of the organisation, the type of technology that the organisation employs, and, last but not least, the

individuals who support the organisations, including those who criticize the development aspect of the organisation. In order to ensure that this research is successful, the researcher formulated a number of research questions, and the system technique does address some of those issues.

The three elements that were highlighted by the researchers, such as the culture of the organisation and ethical behaviour inside the organisation, will also be of assistance to the organisation in terms of developing management strategy, which will assist the organisation in selecting the most appropriate system to implement. One of the most important factors that will indicate or assess if a system is effective for an organisation to employ is the type of leadership style that the organisation will always use. Recent studies have shown that the majority of organisations do not place a high value on their employees as members of the business. This lack of appreciation has a direct bearing on the overall success of the organisation.

It is recommended that we, as managers, have a look at the contemporary management theories that are currently in use. These theories will endeavour to develop solutions that will be beneficial to both the organisation and the employees. It is advised that the solution that was developed by management in regard to the direction of the problem should in all circumstances be neutral. This is because it is the best way to handle the situation.

In order to ensure that the development of the organisational structure and its benefits are properly evaluated, it is necessary to realize that if the organisation is not well balanced, it will have an impact on either the organisation or the employees. However, in the majority of instances, the employees are the ones who are most likely to be affected by such circumstances. According to Taylor (2014), he stated that the application of classical theory in the context of organisational

structure or based on organisational culture should not only focus on individuals to formulate organisational strategy, but it should also involve all of the heads of the ministries to achieve a common goal. When it comes to the decision-making process of some businesses, only one individual will make a final choice that will have any impact, whether it be on the side of the organisation or the side of the employee. This is the case in some organisations.

There is a divide that exists between organisations that are more focused on classical theory and those that should focus more on job satisfaction, which will cause the organisation to grow forward. In the context of an organisation, ethical behaviour and organisational culture are all about the interaction that ought to exist between humans. A paradigm of leadership known as servant leadership was established to enhance decision-making processes in businesses that are both centralized and decentralized.

However, when it comes to decision making, there are some businesses that either take an excessive amount of time to find a solution or make judgements that are not in the best interest of the organisation. The improvement of communication inside businesses is the primary focus of servant leadership. According to Kelvin (2015), he emphasized that characteristic leadership was helpful to the majority of managers in enhancing whether the value of listening, empathy, and persuasion in increasing work performance was being taken into consideration. According to the findings of the research, a few of the theories examined the characteristics that characterize having good knowledge of employees in the process of transforming their company from a poor to a better one.

Transactional theory was also developed to determine whether employees also yield great within the company; nevertheless, other journals have stated that transactional theory is indifferent

in other situations. This is because the theory was produced within the context of the organisation. As part of the ongoing research, a number of the characteristics of transactional theory were investigated in order to determine whether or not there are any limitations or penalties imposed on employees in the event that they fail to meet their performance expectations. He reviewed that emotional support and servant leadership were communicated to situational leadership in his studies due to the fact that it emphasizes on boosting job satisfaction among employees. This was done in a circumstance that was similar to the one described by Hersey (2018).

A number of other researchers have examined the topic of motivation as an essential component of any advancement. Motivation can be used to address behaviour that occur inside an organisation. According to Maslow's theory of needs, he identified a wide variety of techniques that can be used to improve employee performance, and one of those strategies is motivation.

This research places a strong emphasis on establishing a solid foundation between the employees and the organisation in terms of ethical behaviour and the culture of the organisation. Some of the concerns that will require additional research to be done are the rewarding system, which can be either monetary or non-monetary. This is because the rewarding system has an effect on how well employees accomplish their jobs. This means that other decisions do not fit in other regions due to the geographical location of other areas, and also the culture background plays a vigorous role in deciding for the entire ministry. The ministry of finance in Namibia, which is still under centralized ministries, makes decisions that are uniform across the nation. These decisions are communicated from the top down to the bottom up. A servant leadership as a moderating variable emphasizes the growth of listening skills, the development of more supporters, and the

improvement of human interactions. This is one of the three factors that were discussed in the literature review of this research.

The purpose of this study was to review numerous gaps or other areas of research, such as the ways to determine the influence of centralized organisation and how it affects employee performance. The empirical part of this study was produced to fulfil this specific purpose. According to Smith (2015), he examined the fact that servant leadership affects the behaviour of employees who choose to speak their opinions. In addition, he emphasizes that researchers should concentrate on the use of face-to-face decision-making to address challenges that are associated with the decision-making process in organisations. According to the findings of the research that was conducted, servant leadership is a moderate style that will considerably bring additional value to the growth of new managers in a variety of businesses in Namibia.

## CHAPTER 3: RESEARCH METHOD

### Introduction

In line with Chapter 3 with regard to research methods and data collection, the purpose of this research is to identify the two variables which are included in my research topic which are dependent and independent variables. According to (Wang, 2015) defined research is the process of collecting data from different sources and an analysis based on the findings of the subject under study.

Studies have shown that every researcher will attempt to find good answers based on the questions provided by the researchers (Wilson, 2018). Organisational Culture and the ethical behaviour of Employees have become a challenging element that needs more research to be carried out. More research methods are required to investigate the root cause faced by many organisations with different departments or functions. In line with the research topic, it is best to put more focus on the previous theories because it requires the movement of results from the known to the unknown (Platt, 2021).

Organisational culture can be influenced by the type of leadership style an organisation uses in managing its operations. Therefore, the leadership style can moreover have an undesirable or positive effect on the philosophy of the organisation, depending on the implementation strategy (Van, 2015). The theories on leadership style should have a strong relationship between the organisation and the core workers within the organisation. In order to rich the goal of finding the impact of organisational culture and ethical behaviour it was very important to use strong or reliable data collection methods that yielded more results.

The research on ethical behaviour and organisational culture should involve the collection of more data, the data collected from various sources using different methods of data collection. According to previous research conducted by the researchers, records shows that Namibia is one of the countries in Africa that has a record of unethical behaviour due to a high level of corruption.

In my role as a researcher, it was essential to collect information from a wide variety of sources, including customers, employees, the Ministry of Labour, and the National Statistics Agency, in order to acquire a complete understanding of the issues that pertain to the culture of the company. According to Charles (2015), the results were compiled by employing an aggression scale that was derived from the data that was obtained. The findings presented here demonstrated several diverse approaches that were utilized in the process of data collection, each of which offered a unique set of benefits (Cliff, 2018).

It was discovered that the type of leadership style has a substantial influence on the culture of an organisation. This is because leadership is believed to be an essential component of success. This comprehension justified the creation of study questions that attempted to collect a variety of responses, which together represented the feedback of all participants. In the first chapter of the research, an explanation of the data obtained was provided, which included an explanation of how the interview questions were directed by the research questionnaire (Emily, 2021).

According to the findings of previous research, every study is conducted uniquely, with each stage accompanied by its own unique set of standards, particularly for interview sessions. For the purpose of ensuring that the findings are accurate, primary data were given priority throughout this investigation. A comprehensive set of findings was achieved through the utilization of both quantitative and qualitative approaches to data collection. The information that was gathered from

a variety of businesses was evaluated in six different parts, with the primary focus being on demographic characteristics, organisational culture factors, ethical intents, ethical behaviour of employees, and the image of the organisation in conjunction with employees' ethical commitment.

When doing the analysis of the quantitative data, which was acquired through the use of closed-ended questionnaires, descriptive statistics were an effective method. According to Frances (2015), the questionnaires were used as instruments for the purpose of recording data that could be quantified and measured. The quantitative data was presented in the form of numerical values and ranges, which offered insights that were both clear and measurable.

Following the collection of data from the participants, the information was then collected, categorized, modified, and entered into application software for analysis. According to Charlie (2019), the researcher made certain that the data obtained directly addressed the research questions and hypotheses under investigation. The primary objective of the study was to investigate how the culture of the business and ethical practices influenced performance, particularly in the context of decision-making processes.

The research investigated how different leadership styles influenced employee actions and how those behaviours aligned with the culture of the business. After conducting research, it was shown that communication inside organisations played a significant part in determining the efficacy of leadership. The researcher carried out more investigations to acquire more in-depth insights in order to provide a full response to the study questions. Managers were encouraged to cultivate strong personal ties with employees in order to strengthen the culture of the organisation and the ethical behaviour of its employees, which would ultimately lead to an increase in the achievement of the organization's goals (Mike, 2014).

It was recommended that organisations create comprehensive awareness programs in order to guarantee that their personnel were aware of the strategic plans and the culture of the organisation. An evaluation was conducted utilizing a Likert scale with five points, ranging from "strongly agree" to "strongly disagree." The factors that were evaluated included involvement, consistency, adaptability, and mission. In light of the fact that employees felt excluded and that rewards for outstanding performance were insufficient, it was determined that the decision-making processes were among the main areas that need improvement. In addition, the absence of any encouragement for staff to take risks constituted obstacles to the success of the company.

In order to provide employees with a working environment that is beneficial to their wellbeing, the study emphasized the significance of having a distinct mission and establishing goals. It was essential to have methods of data analysis that were accurate in order to derive insights that could be put into action in order to effectively address research questions and hypotheses. When dealing with high sample sizes, parametric tests were utilized to evaluate the normal distribution of the data, which resulted in the provision of reliable confidence intervals (Eric, 2016). It was decided to avoid using non-parametric tests because they were less effective when used to huge datasets (Lilian, 2014).

In order to facilitate the analysis of the data, descriptive techniques such as the mean, standard deviation, correlation, and multi-regression were utilized. In order to provide a comprehensive grasp of the subject matter under investigation, both quantitative and qualitative research designs were utilized. The qualitative methodology made it possible to conduct an in-depth investigation of the ethical behaviour and organisational culture, which in turn made it possible to conduct a detailed analysis of the research questions (Oscar, 2016).

In Namibia, participants came from both the public and private sectors, and they were all included in the study. As key methods of data collecting, we utilized semi-structured interviews in addition to document analysis. According to Emily (2014), this technique allowed for a more in-depth comprehension of the experiences of employees as well as their viewpoints on the culture and ethics of the company and its practices.

### **Sampling methods**

Under this research which is under investigation the researcher used a non-probability sampling in recruiting participant who took part in this research, a total number of 350 participant took part in this research were participants were selected through a non-random method rather than giving all the employees to take part in this research. the researcher used a convenience sampling in selecting the most available employees from different available organizations which are government and the private organization within Zambezi region.

The method is very fast and convenience to the researcher even through the method has issues with little bias. When applying this method, the researcher will first need to identify location and the target group in this regard the researcher main target group are the both government employees and private organization employees this include employees who are within the age range of 18 to 60 years are currently employed.

The researcher under convenience sampling is only interested to participant who are willing to take part in the research including their availability and willingness. On the basis of cost efficient the use of convenience sampling method. The following have to be taken into consideration by the researcher when using a convenience sampling method:

1. it is important that then researcher should define his or her research goals clearly to the participant and make them understand, it is important that the researcher should ensure that the convenience sampling method should align well with the research objectives under study. The researcher can use pilot study to ensure the validity of the research instruments is accurate.
2. Participants availability and location, the researcher must ensure that the participants who are willing to participant in the research are available any time they are required and within their offices either through also contacting methods such as on their mobile phones or email in case they are required to complete the questionnaire online. The use of convenience sampling will require the researcher to apply primarily sampling in order to ensure that the findings are transparent in terms of limitations which are drawn in every in this research.

## **Research Design**

Since it was a mixed-methods approach, the study utilized both a survey and a case study as research designs. These methods are fully explained below.

### **Mixed methods research design**

A diverse approach assimilates equally measurable and qualitative research approaches within a research which is under study as which provides a comprehensive understanding in identifying the research problem during investigations. A mixed method is very valuable, specifically to research questions that require both numerical data and identifying patterns or

explaining the patterns. In most cases, researcher combines both qualitative and quantitative methods to achieve their objective in that specific line of research which is under study.

A mixed-methods approach is particularly valuable for research questions that require both quantitative measurement of relationships and qualitative exploration of underlying meanings, perceptions, and contextual influences (Creswell & Plano Clark, 2018). In this study, quantitative data provide measurable evidence on the extent and strength of relationships between organizational culture variables and ethical behaviour, while qualitative data enable a deeper understanding of how and why these relationships manifest in practice.

The logic underpinning the mixed-methods design is grounded in the complementary strengths of quantitative and qualitative approaches. Quantitative methods allow for statistical testing of hypotheses and generalisation of findings across the study population, whereas qualitative methods facilitate the identification of patterns, explanations, and interpretations of employee experiences that cannot be fully captured through numerical data alone (Patton, 2015). By integrating both approaches, the study enhances the depth, validity, and credibility of the findings. Specifically, the mixed-methods design supports the study's research questions by enabling the researcher to first establish empirical trends and associations and subsequently explain those trends through participants' narratives, experiences, and contextual insights. This integration ensures that the findings are not only statistically significant but also theoretically meaningful and practically relevant.

It is very much important for the researcher to develop research questions that should address both qualitative and quantitative methods. In the same vein it is very important to the researcher to ensure that resources available in data collection and analysis are available all the

time. When it comes to ethical considerations, the researcher must be able to address ethical issues in relation to data collection and the integration of different types of data within the research under study. During the data integration, the researcher must plan how to both integrate and interpret data from both qualitative and quantitative methods (Patton, 2015).

Data collection, the sequence of collecting data on both quantitative and qualitative approach it is important that during the time of data collection it is important to ensure that the findings should be compared and draw up a conclusion based on the research findings. The researcher must first be able to analyse the collected data from the quantitative approach and followed by the qualitative data in doing so the researcher is able to explain and elaborate the findings from both of the approach.

During the time of analytical integration, the researcher must be able to merge all the data and be able to explore the relationship that exist between the variables under study. Therefore, the interpretations that exist should be able to synthesize on the findings from both qualitative and quantitative in order to be able to provide a holistic understanding of the research.

In a combination of mixed method, gave the researcher a combining quantitative and qualitative approach that will help the researcher to get a much richer and more nuanced understanding based on the research question.

### **Quantitative: A Survey Design**

A survey design was used as the primary quantitative method. This involved the distribution of structured questionnaires to employees in various organizations within the Zambezi Region. The survey aimed to gather data on employees' perceptions of organizational culture and its impact on their ethical behaviour. The use of Likert-scale questions enabled the measurement of variables

in a structured and quantifiable way, providing statistical data that could be analysed to identify patterns and correlations.

The survey design was suitable for this study because it enabled the collection of large amounts of data from a diverse range of participants within the Zambezi Region. This helped the researcher to generalize the findings and analyse the statistical relationship between organizational culture and ethical behaviour (Creswell, 2014). The design also allowed for the measurement of attitudes, behaviours, and perceptions in a manner that was both efficient and statistically robust.

### **Qualitative Approach: Case Study Design**

The qualitative component of the study was based on a case study design. Semi-structured interviews were conducted with a selected group of employees and organizational leaders to gain deeper insights into the nuances of organizational culture and ethical behaviour. The case study approach enabled the researcher to explore the contextual factors affecting ethical behaviour, which were not easily captured by the quantitative survey alone. The interviews allowed participants to share their personal experiences and perceptions of how organizational culture influenced ethical decision-making.

The case study design was suitable for this research as it provided an opportunity to explore the complex and dynamic relationship between organizational culture and ethical behaviour in real-world settings (Yin, 2018). Unlike the quantitative approach, which focused on generalizability, the case study design allowed the researcher to gain a deep understanding of the context-specific factors that influence ethical behaviour. This qualitative approach also helped to explore the underlying reasons behind the statistical trends identified in the survey.

The mixed-methods approach allowed for the integration of the survey and case study data. The researcher could use the quantitative data to identify broad patterns and trends, and then use the qualitative data to explore these patterns in greater depth. For instance, if the survey indicated a significant relationship between specific elements of organizational culture (such as leadership style or communication practices) and ethical behavior, the case study data helped to explain why this relationship existed and how it manifested in everyday work practices.

An all-encompassing comprehension of the research problem required the combination of the two approaches, which were both vital. Tashakkori and Teddlie (2010) contend that a mixed approaches approach is advantageous because it compensates for the constraints that are inherent in the employment of either qualitative or quantitative methods on their own. The researcher is able to provide a more thorough and valid interpretation of the findings by triangulating the data. This allows the researcher to offer both breadth (through the survey) and depth (via the case study).

A comprehensive understanding of the connection between organisational culture and ethical behaviour in the Zambezi Region was achieved through the utilization of a mixed-methods approach, which included both survey and case study designs. In conclusion, this methodology was very relevant for this study because it gave a well-rounded comprehension of the findings. The researcher was able to reach findings that were more reliable and insightful thanks to the survey design, which gave statistical proof, and the case study, which supplied contextual depth.

### **Research approach: Quantitative approach**

Smith (2021) described the purpose of formulating a research design in order to form a variance of controlling a research design. He furthermore explains that the main purpose of a

research design is to provide the researcher with a plan for how the research will be conducted or assessed based on the two variables which are either independent or dependent variables. The research approach and design provide an accurate plan for how the research will be conducted and it should project and be able to answer questions based on the research and be able to answer the questions under investigation and the inappropriate factors are controlled.

It is very important that the researcher should be able to determine the appropriate research approach to use in his or her research under study (Lucia, 2021). In each research, there are two research approaches a researcher can use which are qualitative and quantitative approaches. Certainly, the researcher should be able to choose appropriate research methods that are not discouraging during the time of implementation because this is the most critical part of the research.

Based on the research topic and previous research records, a qualitative approach can be described as a method of choice by many researchers because it only provides perception into an understanding of a particular topic under study (Mercy, 2018). Besides the part providing knowledge to the researchers, for this research, a mixed approach was considered the most appropriate method to use for this research. The adoption of a mixed method involved a process of creating a relationship between the two different variables in this research. One of the advantages of quantitative research is that the data collected can be transferred from mathematical to numeric. Meanwhile, quantitative research was aimed at testing the hypothesis of the research through the scrutiny of different variables (Selma, 2028). In cases where a relationship of variables does exist, a quantitative approach must be used.

The approach of quantitative can be used to measure the level of organisational culture and ethical behaviours of employees because it involves the process of descriptive, experimental, and comparative research. The purpose of conducting quantitative research was to establish the relationship among the variables within the population under study because in most cases quantitative approaches are either descriptive or experimental in nature.

Research has reviewed that quantitative approaches focus on two factors which are numeric invariable data and detailed. In this case, quantitative approaches described how each of the objectives of the study was completed (Chris, 2015). As the researcher, it was important to provide enough information that can be able to assist when it comes to making informed decisions based on the results which are related to the research under study.

The collected data assisted the researcher in analysing the available information. This helped to ascertain if the organisational culture and unethical behaviour have both negative effects on the performance of the organisation (Elias, 2019). When compared to the qualitative approach, the quantitative approach can be used to verify the first chapter of this research about the hypothesis, the results provide us with information with regard to information about the true hypothesis based on the four hypotheses which were provided.

### **Qualitative Approach**

In addition to quantitative approach, the study used also qualitative study. For this specific research project, a qualitative study was particularly appropriate since it enabled an in-depth investigation of the intricate relationship that exists between ethical behaviour and organisational culture (Creswell, 2023). This is something that could not be accomplished through the use of quantitative methods alone. Considering that qualitative research is primarily concerned with

gaining an understanding of human experiences, behaviour, and perceptions, it was an excellent method for investigating the subjective and subtle aspects of ethical behaviour and the impact that it has on the performance of an organisation (Creswell, 2023).

Utilizing this methodology allowed for the flexibility to investigate the one-of-a-kind experiences, contextual effects, and personal insights of the participants, all of which were essential for comprehending the manner in which the culture of the business influenced ethical practices in Namibia.

The use of focus groups, in particular, proved to be an effective method for the collecting of data in this study. They made it possible for participants to engage in interactive discussions in which they communicated and debated their points of view, which ultimately resulted in the development of more profound insights and a collective comprehension. Through the participation of individuals from a wide range of organisational levels, including top managers, employees, and even customers, focus groups effectively guaranteed that a variety of perspectives were represented (Tashakkori & Teddlie, 2010). As a result, the statistics were improved, and a more comprehensive picture of ethical behaviour across businesses was presented.

In addition, the dynamic of the group encouraged members to share their thoughts and build on each other's ideas, which resulted in responses that were more thorough and genuine. Given the extensive nature of the study and the limited resources available, the effectiveness of focus groups, which enabled the researcher to collect data from several participants at the same time, proved to be very advantageous. The findings were given a great amount of depth and context thanks to the qualitative approach, which was made possible by the utilization of focus groups.

The discussions shed light on how the culture of the company contributed to ethical decision-making, brought to light the difficulties associated with promoting ethical practices, and offered insights into how the general public views the behaviour of employees (Yin, 2018). The quantitative data were supplemented by this enhanced understanding, which ensured that the study was able to capture the intricacies of ethical behaviour within the organisational settings of Namibia. A more thorough and meaningful interpretation of the study's aims was offered by the qualitative component, which did this by digging into human experiences and encouraging interactive discourse.

## **Population**

The population of the study consisted of employees and top officials from a variety of ministries and private enterprises in Namibia. More precisely, the audience consisted of individuals who possessed extensive knowledge and experience about the impact that ethical behaviour has on the success of organizations. Pick n Pay Supermarket, Shoprite, and Chinese owned businesses like David Shop were among the private enterprises that were targeted. The ministries that were targeted included the Ministry of Finance, the Ministry of Education, and the Ministry of Health and Social Services. Others that were targeted were the private companies.

Participants comprised personnel from all levels of the organisational structure, as well as senior managers with ten to fifteen years of expertise in their respective fields. In addition, ordinary consumers of these organizations were included to gain insights into the manner in which staff interacted with them. Additionally, focus groups were carried out in order to collect contributions and points of view from a selection of participants.

Although attempts were made to guarantee that the sample was representative of the entire population, the overall population of the study was unknown. This was due to the fact that it was difficult to determine the actual number of employees and customers across all of the selected organizations.

### **Sampling techniques and sample**

Researchers have defined population in various ways; therefore, in this study, a sample population was defined as a group of individuals from whom conclusions were drawn to represent the entire population (Richard, 2015). The method used to select this specific population was called sampling. During the process of selecting the population under study, the researcher identified specific ministries and private companies that could effectively represent their respective sectors (George, 2018). This research focused on organisational culture and the ethical behaviour of employees from various ministries and private companies. The ministries included the Ministry of Finance, the Ministry of Education, and the Ministry of Health and Social Services. The private companies involved were Pick n Pay Supermarket, Shoprite, and Chinese-owned shops such as David Shops. The selected ministries and private companies identified individuals or participants who were chosen to take part in the research.

Calculating the sample size for quantitative method.

The researcher under quantitative method determined the findings on the sample size which was a crucial in ensuring that statistical power including the reliability of the findings, therefore the sampling will depend on the following approach or the following factors.

## **Participants**

The individuals that took part in this research project were employees and high-ranking officials who were in charge of the organisations that were under consideration throughout Namibia. The participants were selected on the basis of their broad understanding of the consequences of ethical behaviour and the influence that it has on the performance of organisations. The selection of top managers was based on their years of experience, with a preference given to those who had ten to fifteen years of experience in such roles.

The audience that was targeted consisted of younger professionals between the ages of 18 and 60 who held powerful positions in their respective organisations, particularly ones that had a considerable potential to improve the performance of the organisation for which they worked. A few of the participants were actively participating in focus groups, which were gatherings where they discussed and shared their ideas.

Beginning with the selection of a suitable research strategy, a comprehensive discussion was held regarding the theoretical framework that serves as the basis for this research approach. The aims of the study were taken into consideration when designing this approach, which was intended to assure the gathering and analysis of data that was reliable, ethical, and complete.

## **Quantitative**

### **Probability sampling technique**

In the present study, probability sampling technique was employed for fairness, representativeness, and the minimization of bias. Probability sampling technique refers to sampling research method that provide an equal chance for every individual in the population to

be selected to participate in the study (Selma, 2019). This approach strengthens the validity of the findings, as the present study results may be generalized with greater confidence to the wider population in Namibia.

To save time and still maintain representativeness, stratified random sampling was chosen as the most appropriate probability sampling method, particularly due to the size and diversity of the study population. In stratified random sampling, the population was segmented into distinct subgroups (strata) that shared common characteristics include the nature of employment, the role in the company and the location of the company. Then participants were randomly selected from each subgroup. This ensures that all relevant categories within the population are proportionately represented in the sample (see Table 2 the allocation of the participants).

This example of probability sampling technique was especially relevant for the study because the target population was not homogeneous; staff members belonged to different groups with varying responsibilities and experiences in both government ministries and private business entrepreneurs. The researcher took into account that in stratifying the population, the study avoided over-representation of specific subgroup that might have been contributed to neglecting others, consequently, introducing bias. Furthermore, random selection within each stratum guaranteed that every staff member had an equal chance of being nominated, thereby reinforcing fairness in the selection process.

The use of probability sampling, and specifically stratified random sampling, enhanced the reliability and credibility of the study. It ensured that the data collected reflected the full spectrum of the population, allowed comparisons across different subgroups, and supported the drawing of

conclusions that are generalizable. This methodological choice was therefore not only time efficient but also essential in safeguarding the accuracy and validity of the study's outcomes (Selma, 2019).

In order to save time, it was determined that the most appropriate method would be stratified random sampling, especially considering the size of the population. By taking this strategy, the researcher was able to concentrate on a more limited sample that was typical of the total population (Selma, 2019). A sample was chosen from a population of three thousand people, and the level of confidence in the selection was ninety-five percent. In order to accommodate practical considerations, the researcher rounded the number of participants to 350, even though the recommended sample size was 341. This adjustment was made on the basis of calculations that were logical.

The researcher used a technique called stratified random sampling to divide the population into groups that were comparable to one another. These groupings were referred to as strata. For example, the researcher only sampled 350 participants out of a total of 3,000 individuals working for six different businesses. A number of characteristics, including gender, age, race, and nationality, were used to categorize the people into different strata. Using a random sample that was proportional to the size of the stratum within the population, a sample was taken from each stratum. Following that, the final random sample was created by combining the proportional samples that were collected.

For the purpose of ensuring that the results are accurate, the six organisations that were chosen to participate submitted data that represented their respective entities within the Zambezi

Region of Namibia. A total of 350 individuals from these organisations were included in the sample that was targeted. It was possible to have a wide and balanced representation of both public and private perspectives because to the fact that the organisations consisted of three government ministries and three companies from the private sector.

**Table 2:**

*The Allocation of the Participants.*

<b>Name of organisation</b>	<b>Number of participants</b>
Ministry of Finance	70
Ministry of Agriculture	70
Chines shops	70
Pick n pay	46
Shoprite	47
Kamunu supermarket	47
<b>Total number participants</b>	<b>350</b>

The selected participants included individuals from various organisational levels, ranging from top leadership to lower-level staff in different organisations. This approach ensured that the study captured a comprehensive perspective, allowing the researcher to identify the potential origins of unethical behaviour among employees. Both top managers and ordinary staff members were included to provide diverse insights.

To create a representative sample of the population, the researcher used sampling as a technique to nominate study participants. Based on data from the Namibian Statistics Agency, it was recorded that ministries had over 200 staff members per region. To select participants, the probability sampling method was used, which ensured that every staff member had an equal chance of being nominated. This method was deemed suitable for its ability to fairly represent the population (Selma, 2019).

Time constraints and cost considerations necessitated the use of sampling, which reduced the time and resources required for the study. By using this approach, the research produced results that accurately represented the population. Sampling ensured that the results reflected the general trends and challenges faced by the organisations involved (Williams, 2015).

The researcher took care when employing random sampling techniques to ensure every participant had an equal opportunity to be selected. Sampling methods such as random sampling, systematic random sampling, and stratified random sampling were considered. The researcher could, for example, invite all staff members to list their names with a corresponding number. Numbers were then randomly selected from a pool to nominate participants (Muijs, 2018; Diopter, 2017). The criteria for participant selection aimed to reflect the true results of the population. Participants who were not part of the organisations that submitted their employee lists were excluded. Similarly, individuals without employment were not included, as the study focused on those with relevant organisational experience. Special care was taken to ensure inclusivity, allowing employees with disabilities to participate. Questionnaires were distributed both online and physically to maximize participation.

However, certain challenges were acknowledged in the data collection process. Online distribution methods were less reliable, as some employees lacked access to email or the internet. Face-to-face interactions were also considered inconvenient, as some participants were reluctant to share their thoughts openly (Merriam, 2019). Despite these limitations, the researcher utilized a combination of distribution methods to ensure broad participation and accurate results.

## **Qualitative**

### **Non-probability sampling**

Non-probability sampling was used in this study to choose participants, namely staff members and senior executives in charge of the Namibian organizations in question. With nonprobability sampling, participants are chosen according to predetermined standards rather than at random, enabling the researcher to concentrate on people who have traits or expertise relevant to the study's goals (Etikan, Musa & Alkassim, 2016). Their extensive knowledge of ethical behaviour and how it affects organisational performance served as the justification for choosing research participants.

When researching complex organisational phenomena like ethics and performance outcomes, the researcher can target people with specialist expertise and experience by using this purposive technique, a popular form of non-probability sampling (Palinkas et al., 2015).

The selection of senior managers was specifically based on their professional background, with those with ten to fifteen years of experience in leadership positions being given preference. This criterion improved the dependability of the insights obtained by guaranteeing that the respondents had adequate exposure to organisational decision-making and ethical quandaries.

Furthermore, the study concentrated on younger workers with prominent roles in their organizations who were between the ages of 30 and 40. Given that people in this age range are frequently in a stage of their careers where they may have a big impact on organisational culture and performance and are open to ethical frameworks, this focus was important (Bryman, 2016).

The study made sure that the participants were information-rich instances that could offer valuable data on the connection between moral behaviour and organisational performance by employing this non-probability purposive sampling technique. Non-probability sampling is especially suitable for exploratory investigations where depth of insight is valued above breadth, even though it does not permit statistical generalization to the larger population (Etikan et al., 2016).

This strategy supports the study's objective of gathering qualitative information from important organisational players whose choices have a direct impact on the moral atmosphere and operational results of their individual companies.

In addition, the research included regular customers who were able to provide information regarding the manner in which employees interacted with them (Cliff, 2015). A few of the participants were actively participating in focus groups, which were gatherings where they discussed and shared their ideas.

The research was conducted in accordance with ethical principles, which were adhered to in a rigid manner throughout the undertaking. A briefing was given to each and every participant in order to provide them with an explanation of the objectives of the study as well as the manner in which they were required to reply to the questionnaire. Participants were given the opportunity to voice their opinions, and they were given the assurance that they could resign from the study at

any time without facing any consequences. All of the participants' names were kept secret in order to safeguard their privacy and identities (Burns, 2016). This was done in order to maintain the confidentiality of the findings.

Beginning with the selection of a suitable research strategy, a comprehensive discussion was held regarding the theoretical framework that serves as the basis for this research approach. The aims of the study were taken into consideration when designing this approach, which was intended to assure the gathering and analysis of data that was reliable, ethical, and complete.

### **Data collection tools**

In research context data collection can be described as a collection of information from different sources which are either from articles, textbook newspapers to mention few of them. It is the responsibility of the researcher to ensure that the information does not impact the research under study. The identification of articles it included information from the articles from both Africa and other continent which written in English language, such articles were collected from the libraries and other medias from such as internet and other social media.

In conclusion to the collection of data a reduction in the data took place logically and in a systematic way by either choosing terms on specific goals of the research. The researcher has to scan or read all the articles in order to determine if they contain useful information which are related to the research under study. When it comes to empirical study the researcher identified from the previous research on the literature reviews by reading the factors that has an impact on the organisational culture and ethical behaviours of employees. Based on the factors that were listed on both academic articles and on internet the identified factors both indicated or covered both

internal and external factor which also formed part of the research questions that were framed by the researcher in order to yield more results.

The respondents were given an opportunity to indicate the degree they believe how each of the factors impacted the ethical behaviours and the organisational culture. Based on the questionnaire that was provided by the researcher, part of the questionnaire consist of a 5-point Likert scale was used and the participant were allowed to choose based on their understanding.

### **Quantitative**

This study was carried out with the use of a questionnaire that was sent to the individuals who were chosen to participate. The questionnaire had both open-ended and closed-ended questions. It was intended that the questionnaire would be the same for every participant to guarantee that the responses would be consistent. According to Morgan (2021), the feedback was graded on a variety of scales to standardize the numerous variables and display them in a consistent manner.

A consultant was hired to assess the research questionnaire and make suggestions for ways to improve it. This was done to guarantee that the questionnaire was of excellent quality. A preliminary examination of the questionnaire was carried out with a limited number of individuals to verify that the questions were understandable and unambiguous, so enabling respondents to offer responses that were correct. Each of the two hundred individuals, who were all chosen from Namibia, made up the sample size. According to Allen (2021), a number of different analytical approaches were utilized in order to successfully consolidate and interpret the variables.

## **Questionnaire method**

As a result, a questionnaire can be considered a text or a set of transcribed queries with an optimum number of responses and was conceived for the purpose of research or numerical reading (James, 2015). In the history of research, the majority of researchers have used instruments such as a questionnaire that contains closed-ended questions. Within a questionnaire, the researcher included questions that have multiple possible responses, and the individuals who respond will be forced to select the answer that they feel is the most appropriate.

During the process of producing a survey, the researcher was required to learn about the theories that were established by previous researchers about their theories to be able to develop a questionnaire (Betty, 2018). The researcher can ask questions such as "agree" or "do not agree" in some of the questions that are included in the study questionnaire. This was important because the researcher must be able to provide responses that include different answers for each of the questions that are written on the questionnaire.

Questionnaires are an extremely helpful instrument to employ in any survey because they produce a greater number of results due to the fact that they also include a big population in the research in question. The researcher is responsible for ensuring that he defines the target of sample of participants in a very clear manner, that the process of selecting or reaching the participants is specified in a very clear manner, and that the content of the research question on a questionnaire is very apparent to the respondents.

It is extremely necessary that the researcher check the length of his questionnaire, and it is preferable to conduct a pre-test of the questionnaire before generating a final one. The sequence of the questions content must be verified and reversed, and it is also very important that the researcher

check the length of the questionnaire. The psychometrics of a questionnaire that has been created effectively were examined, taking into account the following:

Uniformity is very vital for a researcher to be able to have a highly valuable questionnaire and be able to collect more data or information from the respondents. This applies to every questionnaire. Because of this, it is the responsibility of the researcher to make certain that the questionnaire is designed and standardized in a manner that is consistent throughout. On the questionnaires that are provided by the researchers, the questions that are asked must be identical to those that are asked. When it comes to the analysis of the data, this was used by the researcher. As an illustration, the purpose of this study is to investigate the connection between the culture of the company and the ethical actions of its employees. This implies that all of the questions should be about the culture and ethical behaviour, and as a result, all of the questions should be the same for all of the participants.

Empirically, the questionnaire should not have any constraints, and if the researcher chooses to use a questionnaire as a technique of data collecting in this scenario, it is of the utmost importance that the researcher sends the questionnaire to all genders with the same questions. There should be open-ended questions that can provide an insightful view, and there should also be questions that allow all of the participants to express their best reputation of their company. The questions should include both types of enquiries. In order to cut down on the amount of data that was meant to be collected, it is of the utmost importance that the researchers make certain that their structured questions are not restricted in any way.

Question sequence, in order for each research to be appealing to the respondents, it is of utmost importance that the researchers be able to provide warm-up questions, which are then followed by structured questions in their questionnaires. It is possible for the researcher to arrange his questions in a sequence that includes the following: ear-piercing questions, warm-up questions, conversion questions, dodge questions, inspiring questions, and ordering questions. As an illustration, the researchers might start their inquiry with straightforward enquiries such as demographic enquiries in order to pique the attention of the individuals who took part in the survey.

Taking into consideration the aforementioned qualities of a good questionnaire, let us now examine the benefits that are linked with the utilization of a questionnaire in any research or survey. The utilization of a questionnaire in any research provide the researchers with a significant amount of data that is required to finish the research. If the researchers have a sufficient number of questions to use for the demographic they are interested in, there is no possibility of any unfairness stealing occurring.

Completing the questionnaire online is a relatively speedy way when compared to completing it on a paper form. Online approaches are rapid and efficient; in certain instances, researchers employ software to complete the questionnaire. Online methods are very quick and efficient. In addition to this, it makes it simpler to collect the data for the purpose of analysis.

The responses that are supplied on the questionnaire make it much simpler for the researchers to compare the historical data, that they can compare and understand their responses based on their results, and that they can compare and understand their responses. Following the

ethical standards that were offered by the researchers, the individuals who responded to the questionnaire were able to finish it without either giving their names or their identical numbers.

According to Allen (2015), there are two methods of a questionnaire that a researcher can use: a self-administered questionnaire and a research-administered questionnaire. Both of these approaches are available to researchers. For the goal of my investigation, I decided to make use of a questionnaire that was self-administered as a method of data collection. A self-administered questionnaire is significantly simpler to present to the participants than a research-administered questionnaire.

This is because the questionnaire is used by the participants themselves. The documents can be sent by email or in printed form, which means that the document can be provided in person because all of the questions are standardized to all of the individuals who responded (Kenneth, 2015). It is more cost-effective to employ a questionnaire that is self-administered as opposed to a questionnaire that is delivered by a research organisation. When it comes to administering questionnaires, a self-administered questionnaire is more convenient for the researcher to use, regardless of whether the questionnaires are being used in a small group or a large group. There is a possibility that illiterate persons could not comprehend the contents of the research report, although it may be challenging for certain individuals.

### **Use of clear language in a questionnaire**

It was vital for the researcher to take into consideration the possibility that respondents might not have the same level of education or competence when constructing a questionnaire to conduct research. Consequently, it was of the utmost importance to employ language that was

unambiguous and uncomplicated, and that was comprehensible to all of the individuals who were engaged. According to the recommendation made by Veronica (2018), the use of jargon or complicated vocabulary was avoided in order to guarantee that the questions were understandable and did not raise any problems of uncertainty.

In the process of formulating research questions, it was taken care to avoid combining both negative and positive terms in a single inquiry. This was done since doing so could have resulted in misunderstandings or responses that were contradictory to one another. Alice (2017) emphasised that extremely complex questions could result in erroneous data. As a result, the questionnaire was carefully created with a combination of easy and unbiased questions to encourage replies that were honest and thoughtful.

### **Methods employed in the process of formulating the questionnaire**

#### *Step 1: Establish your objectives and goals 1*

The researcher started by laying out the aims and goals of the study in a very clear and concise manner. For the aim of formulating questions that were in line with these objectives, it was essential to have a clear understanding of the specific emphasis and purpose of the research. Each question was designed with a specific objective in mind to ensure that it adequately addressed the variables that were being investigated. The researcher was able to optimize the design of the questionnaire and guarantee that all of the questions were meaningful and directly connected to the purpose of the study because they had well-stated goals.

#### *Step 2: Create questions that are appropriate for the sample as the second step*

The researcher prepared questions that were appropriate for the respondents who were the focus of the study. For this purpose, it was necessary to take into account the participants' level of language skills in order to guarantee that the questions were understandable. It was ensured that there was no inappropriate language or unnecessarily complicated terminology throughout the entire document. The researcher also took into consideration whether or not the respondents would have sufficient time to react to open-ended questions and made any required adjustments in order to achieve a balance between the level of complexity and the level of simplicity.

*Step 3: is to determine the length of the questionnaire and the order of the questions*

A manageable length was maintained for the questionnaire, which was especially important considering that the participants were not reimbursed for their time. Keeping the participants engaged and encouraging them to provide more comprehensive comments was facilitated by this decision. In addition, the researcher paid careful attention to the order in which the questions were presented, arranging them in a manner that was consistent with the aims of the study being conducted. Through the use of this methodical technique, it was ensured that respondents were easily directed through the questionnaire without experiencing feelings of being overwhelmed.

*Step 4: Pretesting the questionnaire*

A preliminary test was carried out by the researcher with the assistance of peers, mentors, and supervisors to identify any questions that were confusing or difficult to answer before the questionnaire was finalized. To revise the questionnaire, this feedback was quite helpful. The researcher made adjustments to the questionnaire based on the feedback received from the respondents who participated in the protest. The respondents were asked to note any difficulties

they encountered when answering the questions. The completion of this phase meant that the final questionnaire was both efficient and approachable for readers.

Through the use of these procedures, the researcher was able to guarantee that the questionnaire was a well-designed instrument that made it easier to collect reliable data, which ultimately contributed to the accomplishment of the study.

For qualitative approach, the researcher used focus group. Focus groups were very helpful and directly related to the study's goals of finding out how organisational culture affects workers' moral behaviour in Namibia, more specifically in the Zambezi Region. Focus groups let people share their experiences and ideas about how organisational culture affected ethical behaviour by letting them take part in engaging discussions. The way the group worked made it easier to dig deeper into these relationships because people talked about and built on each other's ideas. This method helped find out about small cultural and moral differences that are special to the area (Krueger & Casey, 2015).

Focus groups were especially useful for this study because they were so useful. Not only did getting information from ten people at once save time, it also made sure that different points of view from the public and private sectors were included. There were a lot of different organisational cultures and ethical practices in the Zambezi Region. These included ministries, local councils, and private companies. Focus groups let researchers compare these points of view in one session, which helped them get a full picture of how organisational culture affected moral behaviour in various fields (Morgan, 1997).

In addition, the focus groups' safe and welcoming atmosphere was very important for talking about tough subjects like moral behaviour. People felt more comfortable talking about moral problems or issues in a group setting, where sharing stories made people more open. This was especially important for workers in the Zambezi Region, where cultural norms and the way things were run at work affected how easily people spoke about ethics and how the institutions did things (Stewart & Shamdasani, 2014). One more benefit of the focus groups was that they showed both agreed and disagreeing views among the people who took part. Looking at areas where people agreed and disagreed helped the researcher learn a lot about shared morals and different cultural factors in organisations for this study.

Because organisational culture is different, for example, workers from government agencies and private businesses in the Zambezi Region had different ideas about what was right and wrong. Finding these differences helped make suggestions for how to improve ethics in all fields (Barbour, 2018). Overall, the focus group method worked really well for the study because it showed how the link between organisational culture and ethical behaviour in Namibia's Zambezi Region is interactive, contextual, and multifaceted.

For the present study, groups of ten people were used for the focus group interviews to make sure the conversations were manageable and fruitful. Members of the Zambezi Regional Council, pick n Pay, Chinese stores, and other business owners were among the public and private sector participants. Other participants were from the Ministry of Finance and the Ministry of Fisheries. Various viewpoints on organisational culture, ethical behaviour, and image in Namibia were intended to be captured by this diversified composition. Incorporating participants from both

fields allowed the study to examine how diverse workplaces may impact ethical behaviour and company culture.

Careful consideration was given to the selection criteria for participants to guarantee that they would make significant contributions to the conversations. Participants were selected to include both public and private organisations, reflecting the importance of sector representation. The second most important factor was the candidate's level of work experience; we gave preference to candidates with two or three years of relevant job experience so that we could be confident they understood our company's values and norms. To further ensure a wide set of perspectives, we also sought to include participants from a variety of organisational levels and functions, from management to entry-level employees.

Individuals expressed a readiness to participate honestly in the focus groups, and participation was entirely voluntary. The inclusion of participants from diverse sectors, such as the Zambezi Regional Council, and from enterprises of varied sizes and activities, such as Chinese shops and Pick n Pay, further emphasized organisational and regional variety. This method made sure that various geographical and organisational contexts' distinct cultural and ethical dynamics were taken into account.

With the help of an experienced facilitator (Dr Mabuku), each focus group meeting ran for sixty to ninety minutes. The study's assumptions served as a framework for the talks, which were moderated to promote open and participatory dialogue among participants using a series of present questions. Session recordings were made with everyone's permission so that they could be transcribed and analysed afterward.

## **Operational definition of variables**

### **variable 1. national organisational culture**

A national organisational culture in this study is the independent variable of the research. According Mike (2014) he suggested that the effectiveness in considering a national organisational culture is how individuals or the locations and how the leaders make decisions on behalf of the entire organisation or ministries countrywide. The decision-making making are always made by a single person who is situated at the central government of the organisation or ministry where the decision is being made without the consultation of other decentralized organisation who are based within the regions.

In other hands the decision which being made at the centralized are always not rejected by the decentralized ministries, the decentralized organisations are only recommended to implement the decisions from the centralized. The centralized provides decision which is from a common person or authority that provide the entire directions to the whole ministries. Centralized culture does not affect organisations who are based within the regions as the head quarter of the organisation, example the chines shops. The chines shops example always make decisions based or in consultations with their employees in order rich well agreed decisions.

The culture of making decisions in many ministries or organisations from the top by the top management who are based at the head offices heading down wards to the lower level will always have a negative effect on the entire organisation. The culture of depending only to the central organisation it does not only affect the employee but it does affect the organisation as well, because the decision creates poor performance by the employees and if the performance of the

organisation is affected it also affect the performance of the organisation in terms of revenue collection.

The culture of the organisations to only depend on centralized organisations it does affect the direct operational activities of the organisations. The variable is the only way in which the organisation will directly provide direct functions to the employees and its people. The independent variable in this study should be measured from different levels of decision making, the speed at which the decisions are made, closeness of the head office to the central regions and lastly the method used to send request for decision from the decentralized to head office is it fast or slow.

The culture of organisations it is recommended that the researcher should conduct more research to ensure that the decision process is it applicable to all the organisations. What affect the other organisations does it also affect other organisation. What is good at pick n pay is it bad at chines shops all those aspect needs to be investigated by the researchers in order to rich a common goal of the research. The managers in different organisation must understand the uniform of central organisation and their effect within the line of communication, therefore the identification of such elements and it must be strongly agreed by the employees in order to improve the performance of the organisation.

During the research questions the responded were asked a 5 Likert scale and the participant were asked to provide their answers based on their understanding of the questions.

## **Variable 2. Employee Ethical behaviour and Job Satisfaction**

The depended variable in this research is the employee behaviour, the attitude of the employees towards achieving organisational goal will depend on individual behaviour s on how they respond towards their job or employers will result in either positive or negative way. The

variation between behaviour and attitude among employees is in most cases as the result of emotional factors which are associated with the organisation towards their employees.

The perception of the employees on issues such as the promotions, work relationship and low salaries will always result in employees to start developing unethical behaviours towards the organisation as those are regarded as critical element which might lead an organisation to poor performance. The following are the element of this variable which were identified by the researcher, low salary, shortage of benefits to the employees, work overload, leadership style of the management, decision making process and career development in supervisor positions.

Under this variable the participant was also given chooses on a 5 Likert scale to establish their understanding if they strongly agree on the elements listed from them. The responded were asked to indicate or provide their understanding based on the answers provided in the research questionnaire provided by the researcher.

### **Variable 3. Servant leadership**

Among all the other forms of leaderships, servant leadership in this research was identified as a moderating variable as it explains consistency within the listed variables above among the leaders from different organisation.

The commitment of the employees to serve their organisations with full responsibility and motivation from the top management of the organisation to perform high. Under servant leadership the leaders must be able to motivate their followers with due respect and be able to motivate them to the fullest capacity. According to (Catherine, 2014) she stated that the operational of servant

leadership are based on the following elements, covenantal connection, voluntary demotion, morality and transformational influence.

Under servant leadership it is compressed of various traits of leadership which may include development and persuasion which covers aspect of a leader to have listening skills and a clear oversight. Servant leadership in style is very critical for any organisation that is willing to improve on their employee's job satisfaction and success. Servant leadership can be measured by different leaders across the globe by compassion, professional development, strength of encouragement, fair-mindedness on behaviours, self-sacrifice and finally self-effacement. Similar to the above mentioned variables 1 and 2, servant variable can have measured on 5 Likert scale provided the responded with either strongly agree and at the same time the respondent can be asked on how they agree based on the statement provided by the researchers themselves.

### *Leadership theories*

<b>Theory</b>	<b>Declaration of the Theory</b>	<b>Influence to the Study</b>
The Trait Leadership Theory	Confident individuals are born with superior characters that make them great bests	To know if a front-runner's traits as such as snooping, understanding, persuading and forethought demonstrated in servant leadership, are important for job gratification of the employees
Participatory Leadership Theory	Participants of the society work composed to make judgements	The theory helped in determining whether traits such as mindfulness of servant leadership

		potentials improve sympathetic of workforces in a federal administrative assembly setting
Transformational Leadership Theory	Transformational leadership involves and escalates the awareness of their groups concerning the dignity and approval of the purposes, as well as the approaches to attain those objectives.	Used to regulate whether employees under servant leadership need some leadership hence affecting their job satisfaction. the theory helps understand whether detailed servant leadership qualities also revenue great organisational results
Transactional Leadership Theory	A contingent-reward type of leadership that has both optimistic and vigorous transaction between frontrunners and supporters.	To examine whether the mutual appearances between transactional leadership and servant leadership such as understanding and encouragement could underwrite to any interference to revolution leading to job disappointment.
Behavioral Approach	The accomplishment of a leader is based on their behaviour moderately than their natural qualities	The philosophy helped understand whether the behaviour exhibited by servant leaders may lead to supporters emulating the personalities of their leaders leading to more servant leaders.

Situational leadership	Leader's consideration ought to be	The philosophy helped to check whether emotional maintenance in servant leadership which is also
	paid to the difficulties of a given position.	communicated in situational leadership influences on the job consummation of employees.
Contingency Theory	Leadership could not be unspoken basically on individual appearances and capabilities; it is also helpless upon situational undercurrents	Used to clarify whether servant leadership can be used in dissimilar situations, and how that controls on operative job satisfaction
Servant Leadership Theory	Underlines on individual greediness and existence of provision to other people	The theory was used to comprehend whether the physiognomies of servant leadership diluted the association between unified structure and underling job satisfaction.

### Data analysis: Quantitative

The Statistical Package for the Social Sciences (SPSS) program was used to methodically analyses the data gathered. Because of its adaptability and effectiveness in managing huge datasets, performing statistical analyses, and producing visual representations, SPSS was selected. The quantitative data from the closed-ended questionnaires were first coded and inputted into SPSS. Each questionnaire item was assigned a variable name, and responses were entered into corresponding data fields. For example: Responses on the Likert scale (e.g., strongly agree to

strongly disagree) were coded numerically. Demographic data (e.g., age, gender, and employment status) were entered as categorical or numerical variables, depending on the type of data.

Using SPSS, the analyses were performed. Measures such as mean, median, mode, standard deviation, and range were calculated to summarize responses for each variable. These statistics provided insights into central tendencies and variability within the data. To ascertain the direction and degree of the correlations between ethical behaviour and organisational culture aspects (such as engagement, consistency, and adaptability), Pearson's correlation coefficients were calculated.

### **Conclusion drawn and verifications**

The researcher interpreted the results of data by determine the patterns of data through merging of data and establish explanation on the identified data. A conclusion can only appear only when the data collected is over and the collected data is being verified and become more grounded.

### **Data exhibition**

A well-organized research require data to be presented with information that is so helpful in the process and clear to the readers. The data was presented in diagrams, tables, charts, matrixes and other systematic presentation and powerful software. The graphs methods make it very easy to the researcher to make or draw a conclusion on the collected data. The theoretical inquiry of the research will in most cases be supported by tables and diagrams where is applicable

### **Validity and reliability of the research**

Validity testing, according to (Burns, 2017), validate is concerned with testing whether the research has evaluated what is supposed to be evaluated in the research. It is the decision of the

researcher and the participants to ensure that the research should be able to attempt to build validity in different phases of the research starting with data collection up to the data analysis phase and finally based on the interpretation.

Based on the validity of the research, the researcher must use different instruments when it comes to data collection, therefore the quality of the information should be based on the quality of the instrument because most of the researchers base their information based on the collected data. The following are the procedures the researchers can use to validate the instrument and data:

Content validity is a type of instrument that the researcher can use to test the validity in which different elements such as skills, knowledge, and behaviours are sufficiently and effectively measured. It is best that the researcher must use the experts to review their instruments in the field of the research before they have to be used. Based on the information given it was easier for the researcher to remove any unclear question in the research questionnaire.

Internal validity, it has to do with the correspondence of the research findings with the genuineness and it deals with the gradation to which the researcher can observe the instrument. Validity and reliability in any research are regarded as key elements that must describe the quality of the research. By reliability in research, we refer to how accurate and consistent the research findings or results are and if the results can be manipulated by other researchers. Both validity and reliability are capable of producing good-quality results in the research which are so trusted by other researchers.

Reliability can be proven in three different individual experimentations, but they yield the same results. A validity test such as content validity, construct validity, and criterion validity all

those can be used to test the relevance of your research objectives and the population. The use of statistical techniques in testing the validity of your results such as correlation, regression, and factor analysis can be used as well. In order to improve both the validity and reliability of the research, the researcher must keep in mind that they should review their literature in order to identify if there are any existing gaps or challenges along the framed research question.

As researchers during the time of reporting it is important to keep in mind that when reporting and interpreting your findings the researcher must ensure that the results must be accurate and if they are any encounters or boundaries, they must be picked up for future research (Goodrich, 2016). Validity and reliability are both important because they can increase the credibility of the research and it demonstrate the principle of ethics that a researcher has followed when conducting his research (Obed, 2015).

The validity and reliability can help future researchers to transfer the results so that they can be used in the other context of future researchers, for example in the field of discipline by providing valuable and useful solutions during the research problem (Maria, 2018). According to past research, it was established that no research is perfect, and he further mentioned that every research has some limitations including challenges that can also affect the validity and reliability of the research (Hendricks, 2016). In conclusion, the researchers must be able to evaluate and discuss the significance of their research together with the challenges and limitations they experienced during the time of conducting the research. In doing so it assisted the researcher to minimize the challenges experienced (Mariana, 2019).

### Mean and standard deviation

The mean, which is determined by dividing the sum of the given numbers by the total number of numbers, is the average of the given numbers in research or statistics (Lucia, 2013). The standard deviation, on the other hand, indicates to the researcher how far each result deviates on average from the mean and is the average level of variability in the data collection. Standard deviation, according to some academics, is the regular distance between the set's statistical values and the mean. Low standard deviation and large standard deviation in statistics or research have distinct meanings (Young, 2018). The participant's responses were explained using the rating scale that is displayed below.

**Table 3:**

*Score Scales*

Range of the mean	Participant Reaction	Interpretation
1.00 - 1.80	Strongly Disagree	Very Low
1.81 – 2.60	Disagree	Low
2.61 - 3.40	Dispassionate	Normal
3.41 - 4.20	Agree	Discreetly high
4.21 – 5.00	Strongly Agree	Very high

## **Confirmatory factor analysis**

Confirmatory factor analysis is a statistical technique used in research to validate a set of experiential variables' factor structure. If there is any correlation between the variables and the underlying latent hypotheses, the confirmatory factor enables the researchers to test their theories. Most of the time, researchers employ confirmatory factor analysis to select the statistical data for analytical purposes or to make the data more severe (Oscar, 2018).

## **Sample adequacy test**

A statistic known as the sample adequacy test indicates the proportion of changes in your variables that may be due to underlying causes. It is a crucial test in research to guarantee that the changes are made because of the relationship between the variables being revised, not because the size is insufficient.

## **Normality test**

Researchers use the normality test, a statistical tool, to assess if the data set is well modelled by a standard delivery and to calculate the likelihood that an unintentional variable at the heart of the data set would be widely distributed. The researchers utilize the normality test to assist them make well-informed decisions and select the best analytic approach for the data they have collected (Richard et al., 2018). If the descriptive statistics were obtained properly using the mean and standard deviation, they would produce more or more accurate findings under the normalcy test.

## **Correlation**

A correlation is a statistical relationship between the variables that can be quantified numerically. Among random variables with a known distribution, the variables could be two columns of a given data set of observations, which is sometimes referred to as a sample (Jape, 2018). The degree of the association between variables must be ascertained by the researcher in order to calculate the Pearson's correlation coefficient. A positive correlation in any study indicates that the variables have a positive relationship with one another, a negative correlation indicates that the variables have the opposite relationship, and a nil correlation indicates that there is no relationship at all.

## **Regression**

The numerical method known as regression is utilized by researchers in the fields of finance, capitalizing, and other corrections. Its purpose is to regulate the power and nature of the relationship between one variable that is contingent and another variable that is independent. According to Oskido (2016), the method of regression makes an effort to investigate the relationship that exists between the dependent and independent variables in each of the elements, as well as the ways in which this relationship is influenced by the element. According to Smith (2015), the researcher has the ability to employ various regression methods in order to evaluate the extent to which the two variables are related to one another and how this relationship is affected by the researcher's efforts.

## **Qualitative analyses**

Thematic analysis was employed to analyse the data collected from the focus group discussions. In order to understand the correlation between ethical behaviour among employees in Namibia's Zambezi Region and organisational culture, this approach entailed the systematic identification, organisation, and interpretation of patterns or themes within the qualitative data. The analysis was conducted in a series of critical stages. To guarantee a precise and comprehensive account of the participants' contributions, the audio recordings of the focus group sessions were verbatim transcribed. The transcriptions were subsequently reviewed on multiple occasions to familiarize oneself with the data and to identify recurring ideas and initial patterns. This phase was essential for the researchers to become fully immersed in the data and to begin to identify potential themes.

Subsequently, the data were meticulously coded. Labelling significant words, phrases, or passages that were pertinent to the study's objectives, including organisational culture, ethical behaviour, ethical commitment, and organisational image, was the process of coding. To guarantee a thorough analysis, both deductive coding, which was predicated on predefined categories derived from the research hypotheses, and inductive coding, which enabled the emergence of new themes organically from the data, were implemented.

After the coding was finished, the codes were categorized into broader themes that encapsulated the primary patterns in the data. For instance, the focus group discussions yielded themes such as "employee perceptions of ethical culture," "sectoral differences in ethical practices," and "influence of leadership on ethics." This was followed by a review and refinement of these themes to guarantee that they accurately represented the data and were consistent with the

research questions of the study. The subsequent phase involved the interpretation of the themes in relation to the hypotheses of the research.

For example, the researchers investigated whether the hypothesized relationships between organisational culture and ethical behaviour were substantiated or refuted by the responses of the participants. In order to ascertain the similarities and differences in ethical practices between the public and private sectors, comparative analysis was also implemented.

Lastly, the findings were cross-referenced with existing literature and other data sources, including organisational documents or policies, to guarantee their reliability and validity. The themes were subsequently arranged into a cohesive narrative to offer a comprehensive comprehension of the interplay between ethical behaviour and organisational culture in the Zambezi Region. While maintaining scientific rigor, this methodical and rigorous approach to the analysis of focus group data guaranteed that the study accurately captured the intricacy and profundity of the participants' perspectives.

### **Study procedure and ethical assurances**

The research on ethical behaviours and organisational culture received approval from the UREC committee prior to the process of data collection. The researcher started this research with a research proposal, the proposal was approved after it was reviewed by the UREC committee which is the leadership of the university. The university furthermore appointed a supervisor Professor Sankar as my supervisor on this research. His role was to give guidance and encourage me as a researcher to make changes where needed and be able to make corrections where applicable.

As required by the university (UNICAF) the researcher was required to seek for a permission to conduct a study on a number of targeted ministries and other private organisations, the university under the ethics committee has given the researcher a permission to continue with the research. The purpose was outlined by the researcher to the researcher to different organisations that are willing or were willing to take part in this research. The responsibility of the researcher was to ensure that there is anonymity and confidentiality within this research by implying the principles required by the university under the leadership of research ethics committee.

The researcher was keen on the observed ethical procedures that included the combination of confidentiality and permission from the university with the involvement of the participants to ensure that all the participants must be able to understand the research topic and the aims of the research. The participant was not forced by the researcher to take part in this research but after their understanding they voluntarily participated in this research. The researcher issued that all the participants' identity should be protected by not mentioning their names on the given questionnaire.

The committee furthermore highlighted the following issues to be taken into consideration such as plagiarism, any research harm and limitations, confidentiality and permission from UREC committee. The researcher opted to conduct his research by using an instrument called a questionnaire. A questionnaire was distributed to each participant directly not online, the reason for choosing online is to ensure that there were no inconveniences such as network breakdown or electricity failure to have access to the document. Doing it online might be also that some of the participants may lack knowledge to use computers which might affect the responsiveness from the participants in terms of numbers of response or participants.

Confidentiality was 100 percent maintained by the researcher by ensuring that their names were not mentioned in the research papers or identity numbers are kept secret during the time of data collection.

The researcher made sure that he maintained the ethical codes by ensuring that the used study code instead of participant names during the time of report writing as well as the codes during the time of mentioning the organisation they are working for in the research.

On the part of plagiarism, the researcher made sure that any information extracted from any author was cited carefully, the researcher made sure that the any information from secondary source the researcher used or must use his understanding of the research under study. One of the researcher (Williams, 2015) he stressed that each researcher must consider and limitation in terms of any harm principles. The researcher by all means avoided any harm to the side of the participant because any harm in the research it is the responsibility of the researcher to ensure that he compensate the participant who is affected by any harm in the research.

During the time of research approval from the side of the employers, other ministry was not willing to give written approval document to the researcher to come and conduct a research within their ministry or private organisation. Only few private organisations were willing to give a written document of approval. The department of human resource in every organisation was involved in every stage of the research to ensure that the researcher does not violate the policy of the organisation. Any approval from the side of the organisation has to go through the office human resource, the research only focused on the selected organisations only. The research site was determined by the participants as most of them opted to answer the questionnaire in their respected

offices. The selected ministries and other private organisations were visited by the researcher to ensure that the participant adhere to the rules and regulation of the research.

Everyone within the organisation was given an opportunity to be part of the participant as the researcher aim was to have a number of 400 participants to form part of the research, due to other reasons out of the 400 questionnaire that was distributed to the participants only 370 were retained and from the 370 questionnaire 20 of them were rejected as some of the questions were not answered. The incomplete questionnaire that were rejected could have led to unjustifiable results or findings of the research.

One of the requirement for the participants to be part of the research is that one need to be in the age of 18 to 60 years and should be able to read and write and finally both genders were invited to be part of the research. The researcher used a stratified sampling method whereby the population was divided into clusters. That means each ministry and different departments with different positions, therefore all levels of departments and positions formed part of the research in order to yield more results.

Based on this research, the participants had the following levels, top managers, middle management, supervisors and all junior employees. Other business people who wanted to form part of the research were also allowed to take part in this research. On the basis of data collection as the next step in this research, the researcher distributed all the questionnaire to the participants physically and at the same time collected them physically from the participants. The researcher developed his questionnaire which consisted of different sections. The research questionnaire consisted of closed-ended questions and all the aspect which are mentioned in the two variables which are included in this study. The questionnaire was tested by one of the qualified professor

from the University of Namibia to ensure that all the questions are valid and understandable by the participants.

The questionnaire was approved by my supervisor before it was taken to human resource for verifications before it was finally distributed to the participants. The duration of answering the questionnaire was determined by the researcher but with the involvement of the participant to ensure that the research does not affect the overall performance of the organisation and more time was given to the participant to ensure that they answer all the questions in the questionnaire.

After the completion of the questionnaire, with the involvement of the human resource department, the department informed the participant on date and time of collection of research questionnaire by himself. As indicated in the previous out of 400 questionnaires that were distributed only 370 were retained and from the 370, 20 were rejected as they were incomplete and only 350 were approved by the researcher and formed part of the research.

Any information that is not related to this research did not form part of this research, the research never used any instrument that could be used to identify the identity of the participant, the collected data was protected by the researcher to ensure that anyone who want to view the file is locked and protected by password for confidentiality purpose. The information is only available to UNICAF University only as part of the research requirement under the program of doctoral degree in business administration. A copy of the research document can only be given to the ministries upon request by the minister and through approval by the UREC committee.

From the start of the research, the university made every researcher or student to understand the code of ethics and the guideline that each student is required to follow throughout the academic research. The university has to approve every step to ensure that the researcher follow the right

procedures and does not harm the research findings or the participants. The researcher made sure that the conduct of the research was conducted in line with the UNICAF guidelines by first providing the opportunity to the participant to sign the consent forms and upon acceptance that's when they form part of the research. The informed consent forms were presented to ensure that it follows the ethical guideline, the informed consent form had an explanation on ethical behaviours and organisational culture to ensure that they understand the purpose of the research.

The participant together with the heads of ministries were informed about the objective of the research, the research was meant for academic purpose only. In order to get accurate results, the researcher made sure he give enough time to participant to answer the research questionnaire. Confidentiality was maintained in the levels of this research even both during and after data collections. Confidentiality and anonymity was upheld at the highest level both during and after data collection. The collected data never mentioned the participants name and as mentioned in the first instance the files were protected by password for security purpose. On the bases of bias in research, the reliability and validity of the questionnaire was tested before the proceeding of the research to ensure that they avoid alleviated.

The researcher after data collection evaluation of the findings, the information was collected and interpreted and recommendation and conclusions based on the finding of the study. In the literature part of this research, the researcher maintained the quantitative method to ensure that other useful information from the other authors add value to this research. The researcher in the nature of the study maintained to avoid plagiarism by ensuring that he uses his own words in order ethical standards.

To ensure that there is proper referential competence, the researcher made sure that the filled questionnaire was stored and locked in a safe room for future reference to be made. Conformity was maintained to ensure that data is not influenced in case of any verifications by the university. The researcher made sure that the research questionnaire was not altered by the participants in any way possible. Based on the information and results availability, it was proven that most of the organisations did participant in this research without further questions or any bias in the research. The researcher made sure that bias in a form of sampling bias, response bias, questions bias order and other information bias were all taken into consideration by the researcher.

The research never included any risk that could limit or influence other people to participant in this research. According to (victor, 2015) he maintained that harm in the research will require the researcher to pay for compassion in the research form, therefore it was the responsibility of the researcher to ensure that the research is not affected by any harm.

The integration of qualitative and quantitative data in this study occurred primarily at the interpretation stage, within a sequential explanatory mixed-methods design. In this approach, quantitative data were collected and analysed first to establish patterns, relationships, and statistically significant trends related to organizational culture and ethical behaviour. The subsequent qualitative phase was then designed to explain, contextualise, and deepen understanding of the quantitative findings.

Specifically, the results from the quantitative analysis informed the focus of the qualitative inquiry, including the development of interview guides and the selection of participants. This ensured that the qualitative data directly addressed areas where further explanation was required,

such as unexpected patterns, weak or strong relationships, and contextual factors influencing ethical behaviour. Integration was achieved through connecting the two phases at the design level and merging the findings during interpretation, where qualitative themes were used to explain and elaborate on the quantitative results

### **Strengths and weaknesses of the study**

#### **Strengths.**

- It is unremarkable and non-reactive because it has the definite advantage in ensuring that there is low level of misrepresentation with regard to inner legitimacy.
- It is very economical method as it is very cheap in terms of costs to the researcher during the time of data collecting and in most cases there is always available articles when compared to other methods example survey and observations that will require more time to collect data that is needed in the research.
- The method is very measurable, describing and easy to make an analysis and it can be used as historically or longitudinally to study for any change in future.

#### **Weaknesses**

The selected items which are deposited into the research or returned data can therefore be not seen as a representative sample in the form of original data which makes it very difficult to generalize the results the results to a population very difficult to analyses.

### **Chapter Summary**

It was investigated whether or not there is a connection between the culture of an organisation and the ethical behaviour of employees operating in a variety of organisations. Based

on the interaction between these variables, it was clear that the performance of the organisation was dependent on the combination of both variables working together. It was anticipated of organisations that they would stick to their strategic aims and objectives; hence, it was the obligation of the organisation to make certain that its personnel conformed to the culture of the organisation. As a result of the investigation, it was discovered that there was a direct and significant connection between the factors that were independent and those that were dependent. Following the conclusion and discussion of the findings.

For the purpose of ensuring that the issues that were faced by earlier researchers were further studied by the current researcher, the research decided to take both qualitative and quantitative approaches. This was due to the fact that it was necessary to obtain second-hand knowledge from prior writers. Within the scope of this investigation, a quantitative methodology was utilized largely for the purpose of evaluating the theories that are relevant to the organisation.

As a result of the fact that it enabled the assessment of the objectives, research questions, and hypotheses that were developed to be examined, the researcher concluded that the combination of both methods of data collecting was appropriate for this research.

Under this research, the researcher opted to use a descriptive approach because it will help to determine the number of response in the formulated research questions on the current research. In terms of data analysis and statistical analysis, a descriptive approach was appropriate this research as the objectives of this research is find out the relationship between ethical behaviour s and organisational culture and how it affects the organisation performance.

The study focuses on the impact of the independent variables with depended variables and how the moderating variables can impact the outcome of this research. Under this research there

is no controlled variables currently available in this research and on top of that there is no manipulations of variables. Under this research, the university provided some approval in every step of the research to ensure that there is uniformity in this research. The researcher used closed ended questions in this research during the time of data collection. The questionnaire was administered or delivered to the participate through hand delivery to all the participants.

Before developing a questionnaire, the researcher used the literature review, objectives of the research, research questions and the hypothesis as an instrument to develop a questionnaire which divided into different sections. The 5 Likert scale was used to evaluate the questions and the answers such as: 1-5 answers were as 1. Strongly agree, 2. disagree, 3. neutral, 4. Agree and lastly 5. Strongly agree. Researchers such as (Melvin, 2012) used a Likert scale to determine the response of the participant and how they understand the research topic.

According to research findings, a Likert scale has been reviewed by many research as a simple method that can be understand by many researchers and the participants, even though some of the researchers agree that a range of 1 to 7 will give more option for the responded to think, meanwhile a range of 1 to 3 is regarded as a narrow.

The validity of a questionnaire was done by the human resource department as the main representative for the organisations. The nominated representative ensured that the research question in the questionnaire are all in line with the research aims and objectives of the current studies. The intention of a validity test is to establish the extent at which the research does measures the out comes in terms of research aims and ensure that the results of the study are credible that's according to (Shannon, 2018). A reliability test of the research was tested on the questionnaire by piloting the questionnaire to some of the given participants by the ministries and after that a Test

retest was also done, at the end the result indicated Cronbach Alpha coefficient of 0.857 which confirmed to be accurate in terms of reliability.

The assurance of the test gave an indication that the questionnaire which was used by the researcher it provides a consistent result in this research and even during the evaluation of findings. The reliability test in a range of 0.8 as suggested by (martins, 2019) is an indication the questionnaire is reflecting or an indication that the threshold meets the assurance the questionnaire reliability.

According to (best, 2016) he suggested that to ensure that reliability of the instrument is consistency it is recommended that Cronbach alpha co-efficient is selected as it was proven by many researchers.

After the approval of the research questionnaire by the UREC committee, the researcher through the office of the human resource department of the various ministries ensured that the questionnaire was distributed one time. After the distribution of the research questionnaires, the researcher gives enough time to all the responded to complete the questionnaire and ensured that the questionnaire does not affect the work operation.

After distribution of the questionnaire the researcher made arrangement through the office of the human resource for the questionnaire to be collected and for organisation who do not have human resource department like in the chines shops, the responded submitted their questionnaire to the managers of the shops for collections. They were some kind of difficulties in terms of the number of questionnaire that were distributed, out 400 questionnaires that were distributed to the participants, 370 questionnaires were given back to the researcher, from the 370 that were given back 20 of the questionnaire were rejected by the researcher because they were incomplete. Only

350 of the questionnaire were approved and formed part of the research for evaluation of the findings. One of the reason why the research removed the incomplete questionnaire was to avoid incorrect results during distribution of results.

After data collection, the researcher made sure that the data collected addressed that issues of the research questions, objective and the hypothesis of the study. According to (Herring, 2018) suggested that is important to test the sample size of the population, the researcher in this regard under took a parametric test of the sample size was considered after the distribution of data to ensure that is normal.

A parametric test is needed in cases were the population size is large that would require the researcher to get accurate results. After collection of data the researcher used software called SPSS which was identified by the researcher to ensure that the information is recorded accurately in terms of inferential statistics. The researcher used mean and standard deviation in terms of frequency tables and graphs in the research findings. While correlation, moderated linear regression and multiple linear regression were also used for descriptive statistics was used by the researcher.

The researcher used multiple regression in order to test the three variables that were used in this research and that would give answers to the research question of this study. Under this research the researcher used or opted to use multivariate approach in terms of statistics analysis (Desmond, 2014). The data was presented in graphs, tables and charts by using a SPSS the findings were written in brief format as it was advocated by (Charles, 2017). Beside the data been collected the researcher interpreted the results based on the findings and made a conclusion and recommendations. The recommendations and conclusion of this research were made based on the

research objectives and literature in order to add more value to the research. During the research methodology the researcher maintained bias by ensuring that the researcher remains independent.

During sampling of the population the researcher used a random sampling to ensure that the selected sample size does represent the entire population. The use of probability sampling was used to maintain accurate results. A stratified sampling was used by the researcher to ensure that the selected population was divided according to their nature of work and the researcher drew a sample from each group. The final number of 350 was used in this research to draw up a conclusion on the number of participants. The researcher included both gender in this research who were in the age range of 18 to 60 years, all the selected participants. The initial purpose of the study was explained to all the organisations or ministries that were willing to take part in this research in order to avoid confusions. The researcher issued that the responded were given an opportunity to read and sign if they accept to participant in the research. The principles of anonymity and confidentiality throughout the study was well maintained by the researcher to ensure that the research does not cause any harm in form. All the procedures in terms of ethical procedures such as research approval from the university, confidentiality, informed consent forms were all followed by the researcher himself.

Plagiarism, harm limitation or any risks in the research were all communicated to all the participants before the commencement of the research to ensure that they understand the whole process in this research. The research made sure that study codes were used instead of using real names of the participants to ensure that the identity of the participants are all protected. To ensure that there is referential adequacy, the questionnaire were all kept in store room which is kept locked all the time for future references. Conformability was maintained by the researcher to ensure that

the results are not influenced by assumptions or bias. During the time of returning the questionnaire, the researcher made sure that the research questionnaire was not altered in any way by the responded. The researcher made sure that the all the steps in the research process were all followed by the researcher to ensure that correct procedures are all followed. The participants were informed to ask questions to the research in cases where they don't understand any part of the questionnaire, the researcher maintained by providing the contact details to all the participants were they can call for clarifications to ensure that the questions are all answered properly.

## CHAPTER 4: FINDINGS

### Introduction

Researchers from all corners of the globe must encourage numerous organisations to promote the most effective form of leadership to establish a healthy work environment (Smith, 2018). Researchers must also devise methods to elucidate the trustworthiness of data collection at all times. Additionally, it is crucial to establish the reliability and validity of the research instrument to be employed.

All modalities that influence theories related to servant leadership or other theories defined in the research (Cliff, 2015). Numerous organisations encounter numerous obstacles, including inadequate organisational cultures and unethical employee conduct towards their organisations (Dalton, 2014). As a result of these activities, numerous organisations are unable to perform well and achieve satisfactory results. Private organisations may ultimately cease operations as a result of the revenue losses caused by their employees.

The research was restricted to the Zambezi region in order to maintain greater control over the investigation, which was necessitated by Namibia's economic circumstances. The primary objective of this chapter is to examine the results in light of the data collected in chapter 3. The heads of the ministries granted approvals for the research to be conducted, and the heads of the

department, researchers, and participants rigorously agreed to the confidentiality of information. This research employed a qualitative approach during the data collection procedure or the development of chapter 3. Additionally, chapter 4 address the reliability, validity, and trustworthiness of data (Bevin, 2017).

In term of qualitative, structured coding process, started with initial open coding to identify meaningful units of data, followed by focused and axial coding to cluster related codes into broader categories. These categories were subsequently refined into analytically robust themes that capture patterned meanings across the dataset rather than isolated participant statements. Theme development was guided by both inductive insights from the data and deductive sensitising concepts drawn from relevant theories, including organizational culture theory, ethical climate theory, and social learning theory. This dual approach ensured that the analysis remained grounded in participants' lived experiences while also being conceptually linked to established theoretical frameworks. Each theme is now interpreted in relation to how organizational norms, leadership practices, and ethical climates shape employee behaviour, rather than merely describing what participants reported.

Furthermore, interpretive depth has been enhanced by explicitly linking qualitative themes to the quantitative findings and to the study's research questions. This integrative interpretation enables the analysis to explain why certain patterns emerged and how organizational culture influences ethical decision-making processes. The findings of the investigation indicate that there is sufficient evidence that the results have reviewed that the two variables factors which is dependent variables and independent variables has a major influence on the performance of the organization. The discussion was based on the following sections of the research question.

Demographics section was characterized based on the organizations or ministries the responded are working for. The demographic questions comprised of questions such as the employee age, gender, no of experience, department they are working for, name of private organization they are working for, nature of work and the level of education (cliff, 2018). Both genders were invited to take part in the research under investigation that according to the results indicates that 54.3 percent of the responded were male while 45.7 percent were female.

The research hand limits based on the age restriction, participants who were in the age range of 18 to 60 years were allowed to take part in this research. The youngest and the oldest participants were 18 and 55 years respectively. The result indicates that the majority of the participants who took part in this research are participants who are within the age range of 25 and 45 years.

Working experience was also examined in this research as most people has more experience in their job category only those who are working in chines hopes have indicated that they have worked in the companies few months.

Based on the data and on the bases of understanding on working experience, the unprincipled conduct which occurs among employees are principled intention (Lucia, 2016). In terms of positions, various participants were mixed coming from different positions with an intention to get more results.

Under section two to five of the research questionnaire the Members were asked to designate how they feel about their organizational culture and they must indicate if they strongly agree, agree, neither agree, disagree, strongly disagree to research question.

Changes does not happen if we don't respect the complains and request of the employees, and furthermore research has reviewed that 65% of the organizations does not attend to the complains of their employees (Martin, 2017). Communication in a form of feedback will always motivate employees because they feel to be loved by their employers and this makes the organizations to interchange onward (Willbroad, 2019).

The research will determine the relationship between the two variables in order to establish how it affect the performance of the organization. The research focused on the following objectives;

- To discover the demographical issues of the employees in relative to the job recital of the societies.
- To scrutinize inspirations that motivate and demoralizing the workers in their jobs.
- To comprehend the connection between the motivational factors and traditional factors on job recital of the personnel.
- To improve a theoretical background of motivation in the workstation which, institutions may use in their tactical preparation procedure.
- To comprehend the association among organisational culture and ethical behavior among employees.
- To examine the organisational factors manipulating the ethical performance of the workforces and how it disturbs the appearance of the institute.

**Demographic profile: Response rate data.**

The researcher utilized the SPSS 23 version to record and enter all 350 returned and usable questionnaires that were valid for data analysis. The table above indicates that the sample size for

the questionnaire included a variety of employees from different positions, including managers, supervisors, and junior employees.

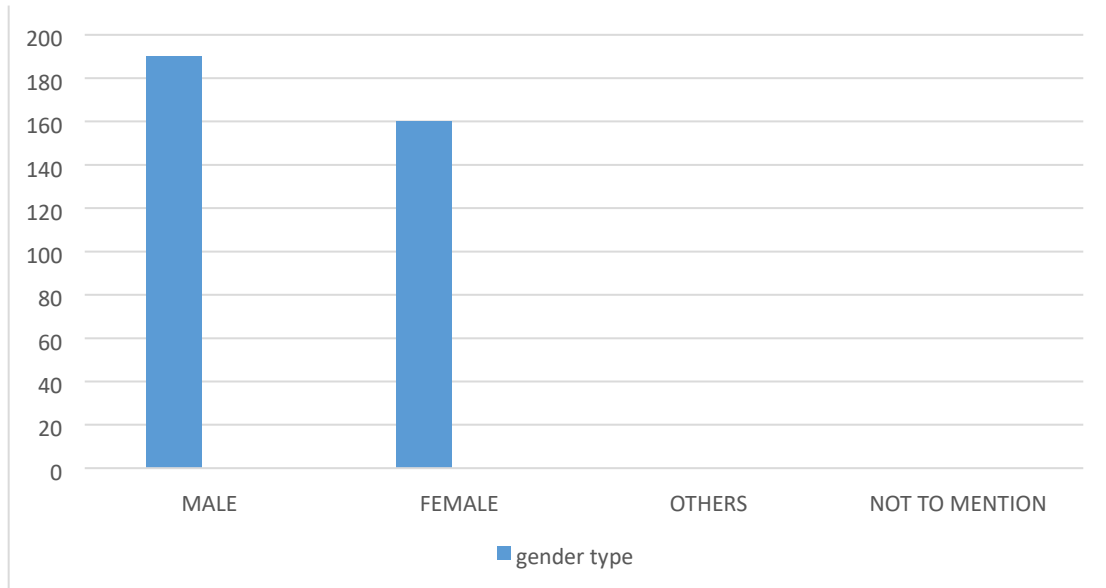
**Table 4:**

*Response Rate of the Questionnaire*

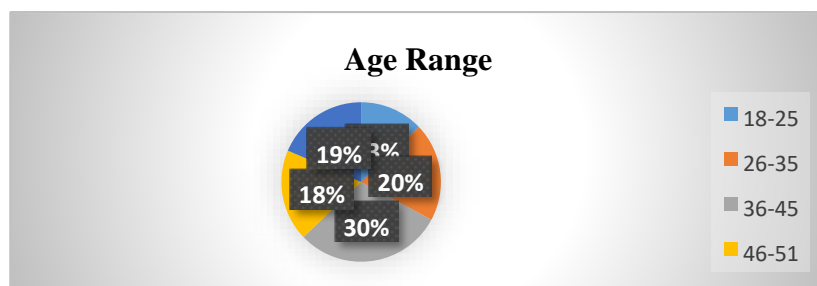
<b>Response</b>	<b>frequency- rate</b>
No of distributed questionnaire	400
Returned questionnaires	394
Returned and usable questionnaire	350
Returned and excluded questionnaire	06
Questionnaire not returned	01
Valid response rate	87.5%

### **Descriptive of Demographic Profile**

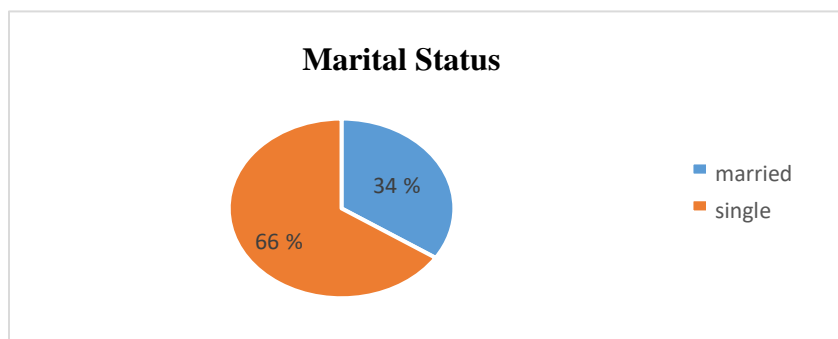
In this section, the demographic profile of the organisations and the participants is shown in the form of occurrence tables. Additionally, the descriptive statistics of the theories are presented in the form of measures of central tendency and dispersion. Characteristics of the Organizations' Population. As part of this section, the researcher defines each participant's organisational profile according to their demographic characteristics. These characteristics include the type of their work, their work experiences, their age range, their marital status, their educational qualification, their citizenship, and the advantages that the organisation provides.

**Figure 1:***Gender wise class*

The description of the results reveals that out of the 350 people that participated in this study, 190 are male and 160 are female. This is a confirmation of the fact that more males have dominated the participation for this research. The demographic information that was obtained has confirmed this. It is a culture that women should not be blamed for the low rate of attendance in this research. This is due to the fact that some of them are forced to get married at a young age, = limiting their attendance. As a result, women are unable to compete with males in the workplace in every organisation.

**Figure 2:***Age range*

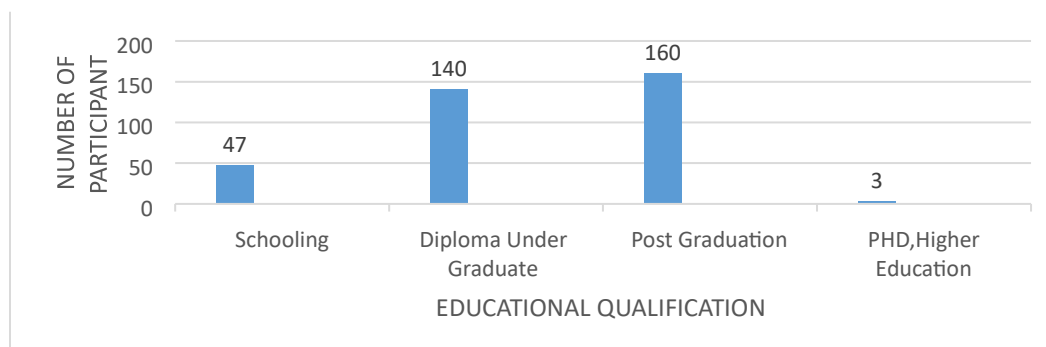
The results of age range are shown as: Respondents in the age bracket of 18 to fifteen. 20% of those who replied were in the 26-35 age bracket. Thirdly, 30% of the respondents were between the ages of 36 and 45. Fourthly, 18% were between the ages of 46 and 51. Finally, 19% were between the ages of 52 and 60. People between the ages of 18 and 60 participated in the study, according to the results.

**Figure 3:***Marital status*

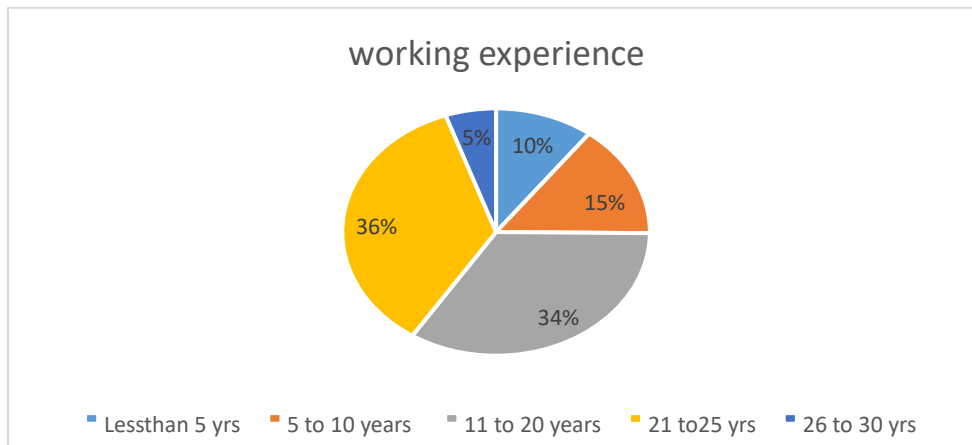
The Figure 3, in terms of the employees' marital status, the participants were separated into two distinct categories: those who were married and those who were single. In accordance with the records, 120 of the individuals who responded were married, whereas 230 of the individuals who responded were single.

**Figure 4:**

*Educational qualification*

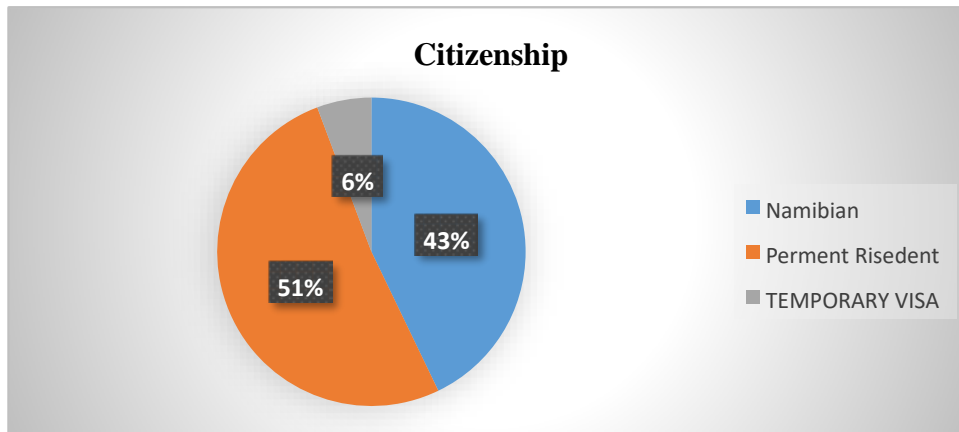


The results show that 160 of the respondents are postgraduate employees, followed by those who have diplomas with a recorded figure of 140, and 47 of the staff members are still standing or attending school. Finally, only three of the staff members have a doctoral degree, which is the lowest number among all of the employers that participated in this research. The descriptive results are presented in Figure 4.

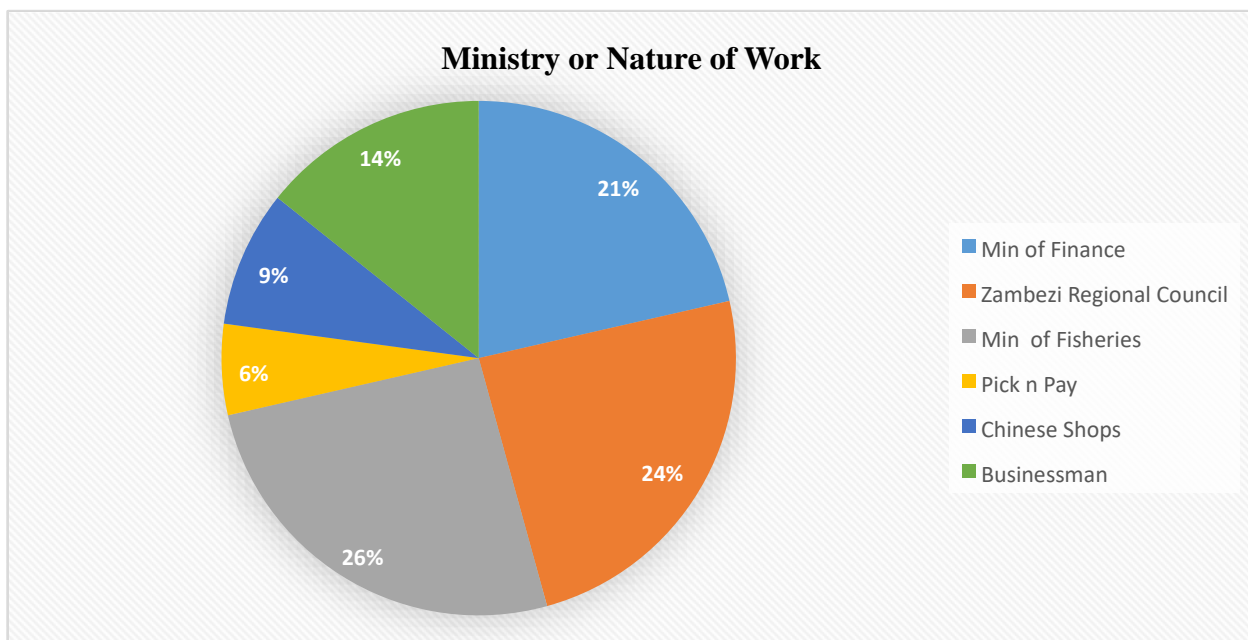
**Figure 5:***Working experience*

In addition, with reference to the data that were supplied by the respondents on the number of years of working experience described in Figure 5, the respondents were categorized into five distinct categories of working experience. In Figure 5 that is presented above, 120 of the individuals who responded have worked for a period of time that is greater than or equal to 21 to 25 years, 115 of the individuals who responded have worked or have experience that is between 11 and 20 years, 50 of the individuals who responded have work experience that is between 5 and 10 years, 18 of the participants have work experience that is between 26 and 30 years, and finally, 35 of the individuals who responded have worked for a period of time that is less than 5 years.

**Figure 6:**  
*Citizenship*



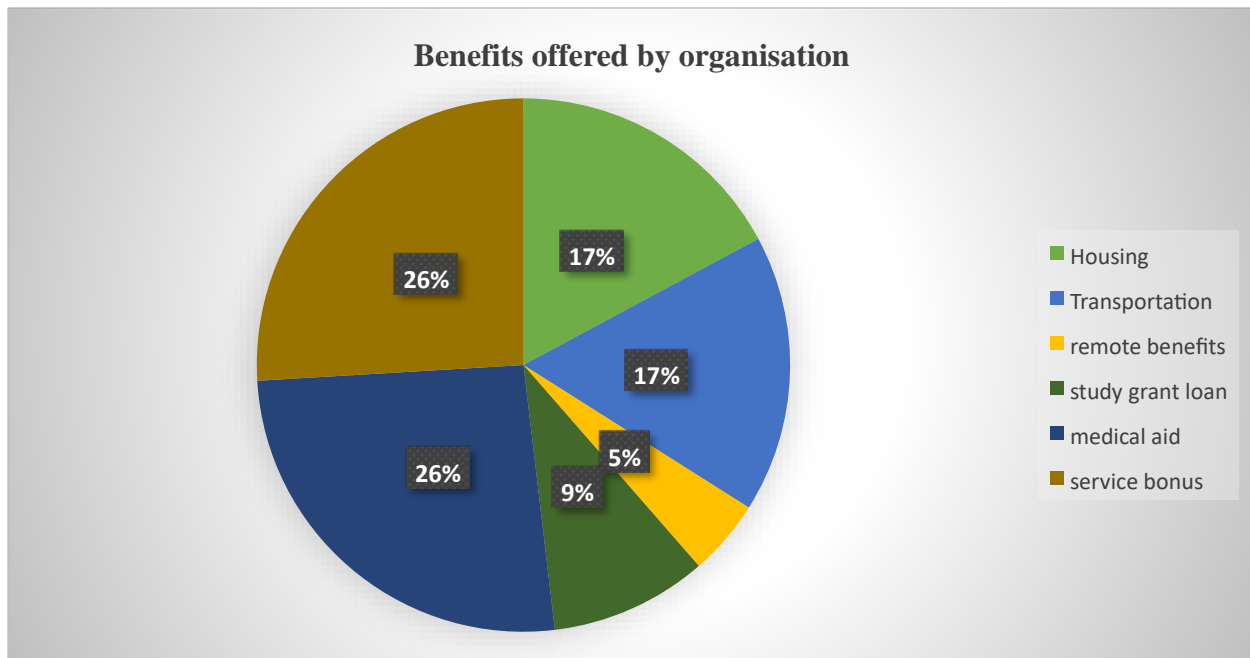
Additionally, with regard to citizenship, it was observed that 51% of the individuals who replied are permanent residents who are either natives of the Zambezi region or were born inside the region. To put this into perspective, out of the 350 individuals who participated, 180 of them are permanent residents. In the meantime, 43 percent of those who responded are Namibians. Although they come from various parts of the country, they are employed in the Zambezi region by a variety of organisations. The final group of respondents, which accounted for 6% of the total, are not members of the Namibian population and are working on temporary visas from other nations.

**Figure 7:***Distribution by Nature of Work*

According to the records, the majority of the individuals who participated in this research were from the ministry of fisheries, which accounted for 26% (90) of the total respondents. The second group of respondents came from the Zambezi regional council, which accounted for 24% (85) of the total respondents. The third group of respondents came from the ministry of finance, which accounted for 21% (75) of the total respondents. In the meantime, businessmen made up 14% (50) of the total respondents. Chinese stores were also given the opportunity to participate in this research, which resulted in a total of 9% (30) responses being submitted. The final group, which consisted of employees from pick-n-pay, only produced 6% (20) responses.

**Figure 8:**

*Distribution by benefits offered by organisations*



The results classified by organisation show that government employees and those working for private companies both receive health insurance, transportation, and service bonuses from their employers (26%, or 310). Some respondents also received housing and transportation allowances (17%, or 205 total), while 114 people (9%) applied for study grant loans, which are available to employees who are both working and attending school with the condition that they remain with their employer for at least. The majority of employees do not receive substantial remote allowances for working in remote areas or outside of town, as just 5% (55) of the employees replied to the remote benefits survey.

Presentation of the empirical results

***Describe how you feel about your organisational culture taking into account the following sub-questions?***

### **Quantitative Response**

The focus groups were coded to represent the different sectors from which participants were drawn. Each code corresponds to a specific focus group:

F1: Members of the Zambezi Regional Council

F2: Employees from Pick n Pay

F3: Employees and managers from Chinese stores

F4: Private business owners from various sectors in the Zambezi Region

F5: Employees from the Ministry of Finance

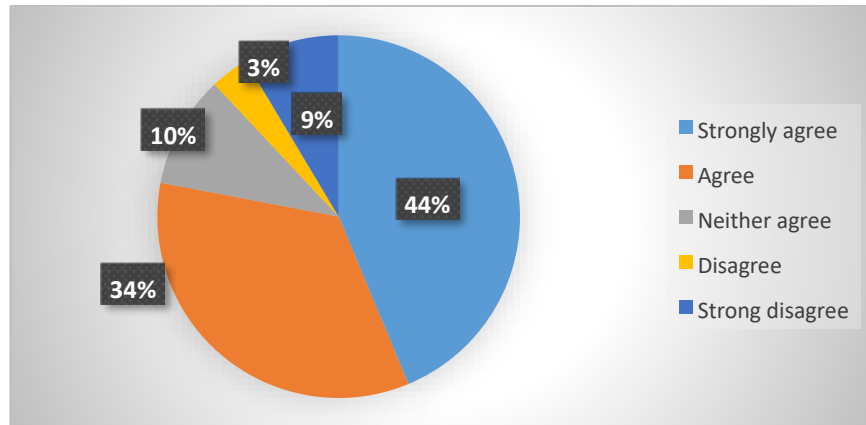
F6: Employees from the Ministry of Fisheries

The focus groups were composed of ten participants, each of whom represented a variety of responsibilities and experiences within their respective organisations. The following are the simulated findings that were derived from the focus group discussions.

### **Dimension 1: Organisational Culture and Ethical Behavioral Intention**

**Figure 9:**

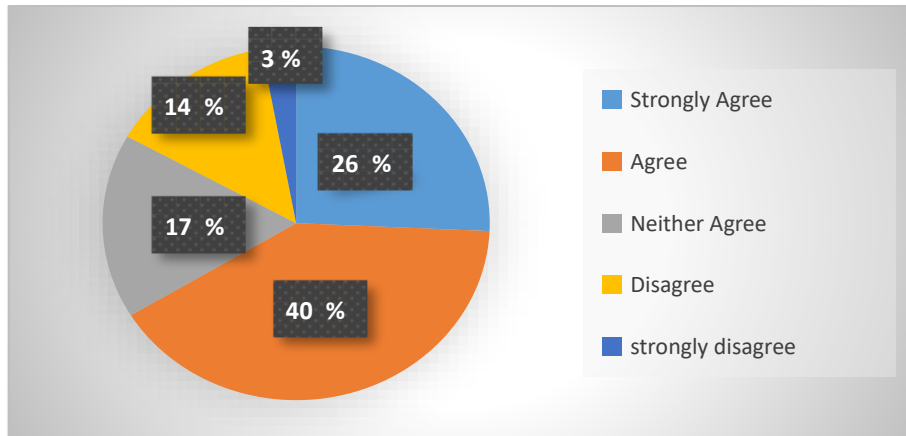
*Distribution by staff member's consultations*



Should staff members be consulted before decisions are made in an organisation? A total of 153 respondents, representing 44%, strongly agreed with the statement put forth by the researcher regarding the necessity of consulting staff members prior to decision-making. Meanwhile, 120 respondents (34%) agreed with the statement. Additionally, 35 respondents (10%) indicated that they neither agreed nor disagreed. Furthermore, 30 respondents (9%) strongly disagreed with the statement, while the final group of 12 respondents (3%) expressed disagreement.

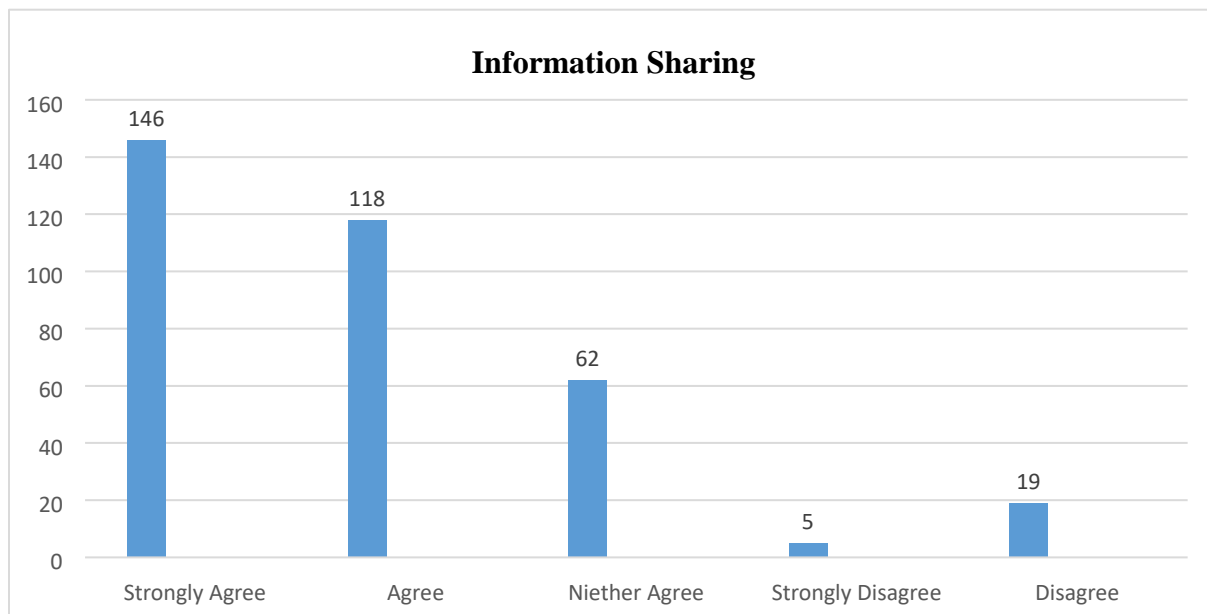
**Figure 10:**

*Distribution by rewards to employees.*



Should employees be rewarded according to the results they achieve in their workplace?

Figure 8 illustrate how organisation rewards their employees into different categories which are as follows, the records indicate that 142 (40%) of the responded they do agree with the statement that employees should be awarded based on their results. Furthermore, 90 (26%) of the responded they strongly agree with the statement. Moreover, only 59 (17%) of the responded they neither agree to the statement, and lastly those who disagree have recorded 49(14%) with only 10 (3%) of the participant they strongly disagree with the rewarding system.

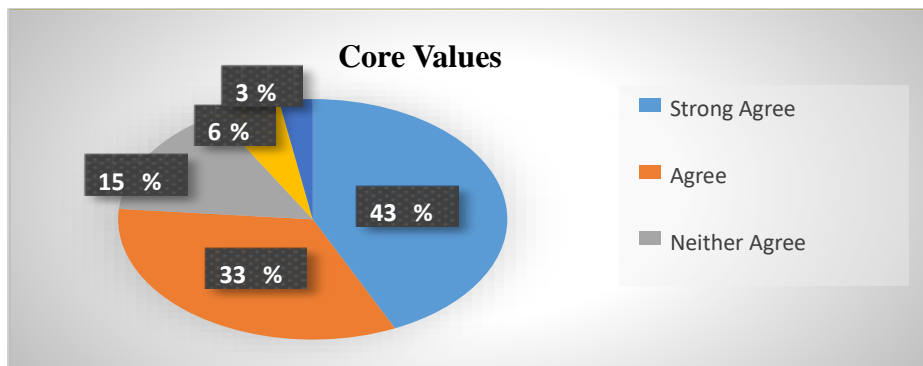
**Figure 11:***Distribution by information sharing*

Is sharing information important in ensuring employees are aware of new developments in their organisation? The results of the survey showed that 146 of the participants are in complete agreement that it is preferable to present more information to the staff members. This is done so that the staff members can be informed of any information that pertains to any new development inside the organisation. In the meantime, 118 of the respondents indicated that they do agree that information should be shared among staff members, 62 of the respondents indicated that they neither agree nor disagree with the statement, 19 of the respondents indicated that they disagree with the sharing of information to staff members, and finally, 5 of the participants indicated that they strongly disagree with the statement.

## Dimension 2: Consistency

**Figure 12:**

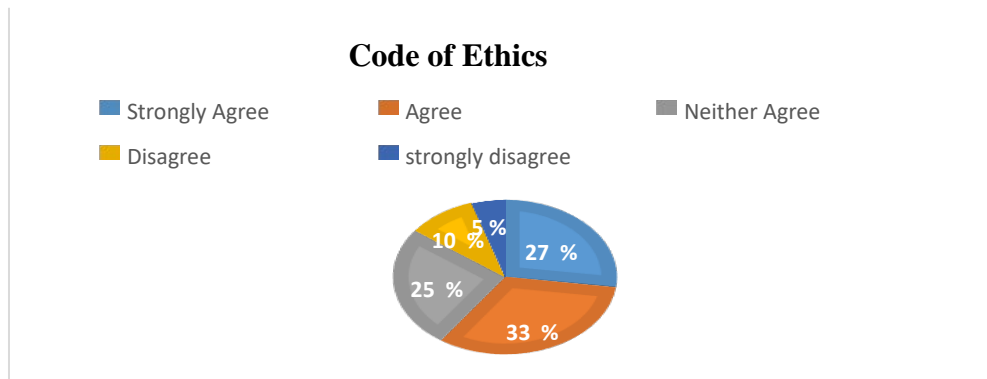
*Distribution by core value*



To what extent should all employees be familiar with the core values of their organisations? Following the data collection, the results indicate that 43% strongly agree that all staff members should be aware of their organization's core values, while 33% agree that employees must understand these values. Additionally, 15% neither agree nor disagree with the statement, and the remaining 6% and 3% express disagreement based on their perspectives or reasoning.

**Figure 13:**

*Distribution by code of ethics*

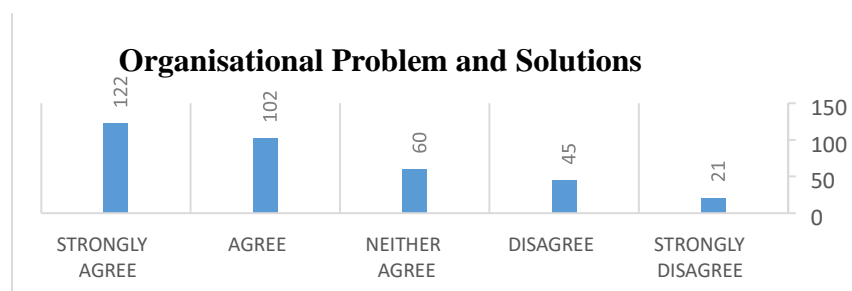


How important is it for organisations to be governed by a code of ethics that guides employee behaviour? The personnel of each organisation are expected to adhere to a code of ethics

that governs the organisation. The findings indicate that 27% (95) of the participants have indicated that they strongly agree with the idea that each organisation should have a code of ethics. In addition, 33% (114) of the participants have indicated that they agree with the statement, which indicates that the majority of the participants are in agreement with the code of ethics. Furthermore, 25% (89) of the participants have indicated that they neither agree nor disagree with the statement based on their understanding of the code of ethics within their corresponding organisation. Finally, just 5% (17) of the participants have indicated that they strongly disagree with the implementation of a code of ethics within their organisation, while 10% (35) of the participants are satisfied with the application of the code.

**Figure 14:**

*Organisational problem and solutions*



Should the organisations find common solutions to address problem related to ethics and organisational culture to move forward? Figure 12, is an illustration of how problems that happen within organisations should be solved in a way that is common to all of them. This allow numerous organisations to progress forward. The majority of the participants have indicated that they highly agree and some agree with the idea of finding a common solution to organisational difficulties, which accounted for 122 and 102 respectively. This is in relation to the fact that when it comes to

organisational challenges and finding ways to solve common solutions, the majority of the participants have indicated that they. The results showed that just a small percentage of the participants are neither agreeing nor disagreeing nor severely disagreeing with the organisational problem, and they find it easy to discover solutions to the problem. This is in addition to the data that was presented earlier.

### **Dimension 3: Adaptability**

**Table 5:**

*Environmental change*

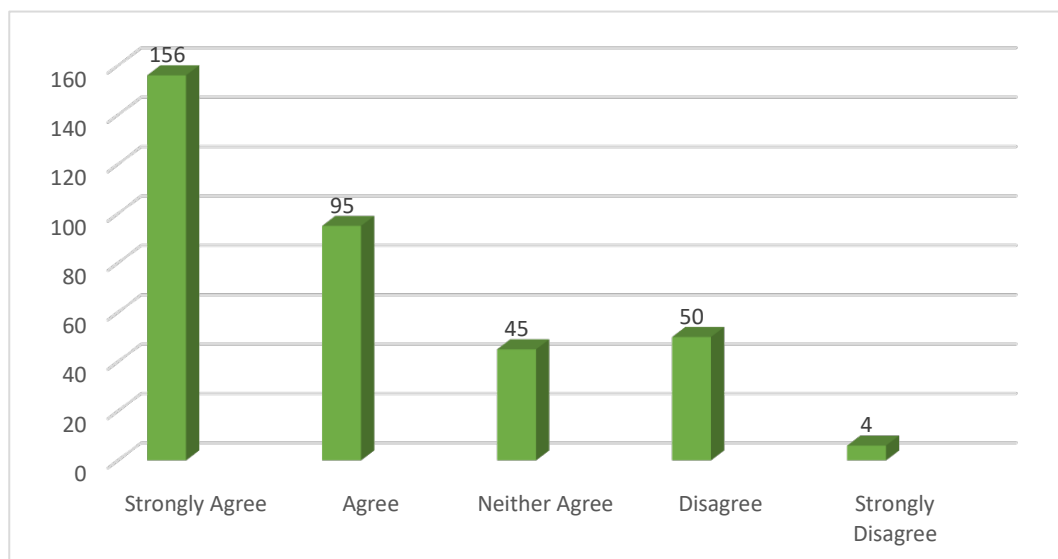
<b>Description</b>	<b>No of responses</b>	<b>percentage</b>
Strongly agree	158	44%
Agree	108	30%
Neither agree or nor agree	52	15%
Disagree	30	8%
Strongly disagree	12	3%

Do you think it is important for organisations to incorporate new ideas to drive environmental change? The examples presented in Table 4, illustrate the various ways in which companies might bring about environmental change in their workplaces. According to the findings,

forty-four percent of respondents and thirty percent of respondents have indicated that they are in agreement with the idea of bringing about environmental improvements that stimulate an organisation to engage in new ideas within their company. The following table provides an illustration of the ways in which organisations might bring about environmental change in their place of employment. Additionally, it was taken into consideration that fifteen percent, eight percent, and three percent of respondents, respectively, have indicated that they neither agree nor disagree, disagree, and strongly disagree with the concept of bringing environmental change to their company. This was taken into consideration.

**Figure 15:**

*Provide response to bring changes*



Do think it is important to provide timely responses in ensuring the facilitation of organisational change? When the organisations that are located in Namibia (Zambezi region) are classified according to their ministries and private organisations, the data presented above reveals that 156 of the organisations strongly agree with the statement that they should bring responses in

order to bring about improvements to their organisation, and 95 of the organisations give responses that agree with the statement. Furthermore, just 45, 50, and 06 of those who responded have indicated that they neither agree nor disagree, disagree, or strongly disagree with the statement, respectively.

**Table 6:**

*Descriptive on having risk-taker*

Description	No of Responses	Percentage
Strongly agree	75	21%
Agree	156	45%
Neither agree or nor agree	76	22%
Disagree	25	7%
Strongly disagree	18	5%

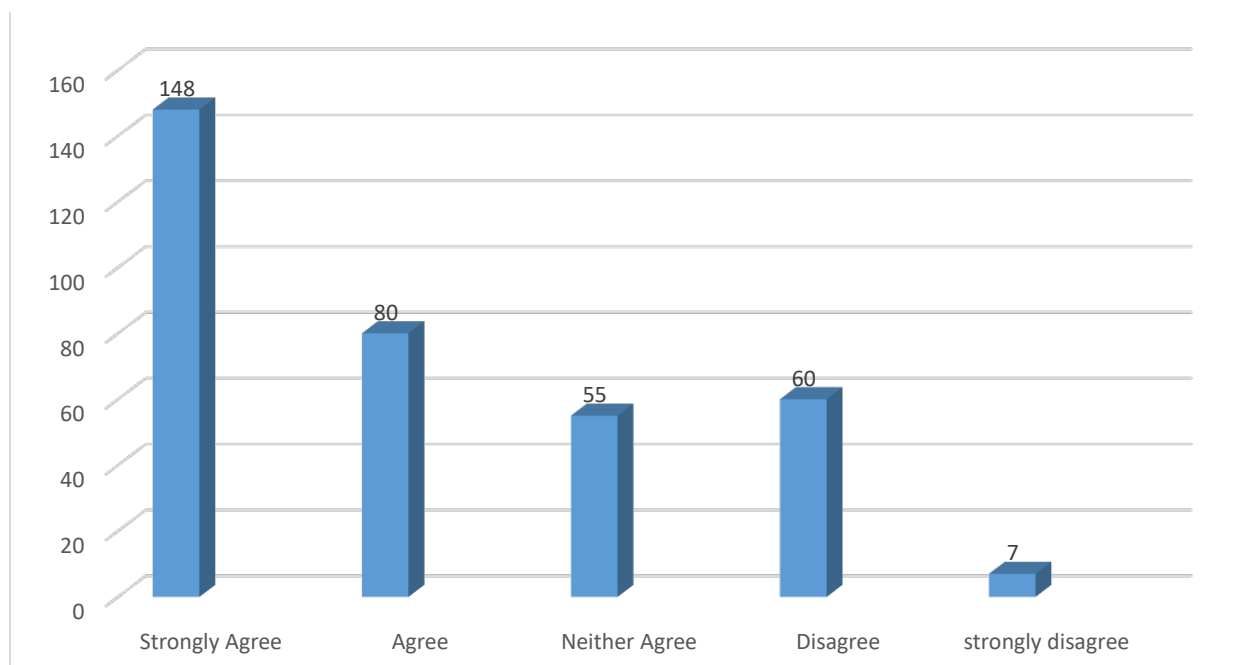
In driving the success and progress of an organisations, do you think it is important to have risk-takers play? The results presented in the pie chart below indicate that a significant portion of respondents, including managers, supervisors, junior employees, and other business professionals, have expressed their views on risk-taking. Specifically, 45% of respondents agree with the presence of risk takers, while 22% remain neutral in their stance. Meanwhile, 21% of respondents strongly agree that having risk takers within the organisation is essential for driving change and

advancing the organisation. Conversely, 7% and 5% of respondents disagree and strongly disagree with the notion of incorporating risk takers within their organisation.

#### Dimension 4: Mission

**Figure 16:**

*Organisation to have a clear mission*

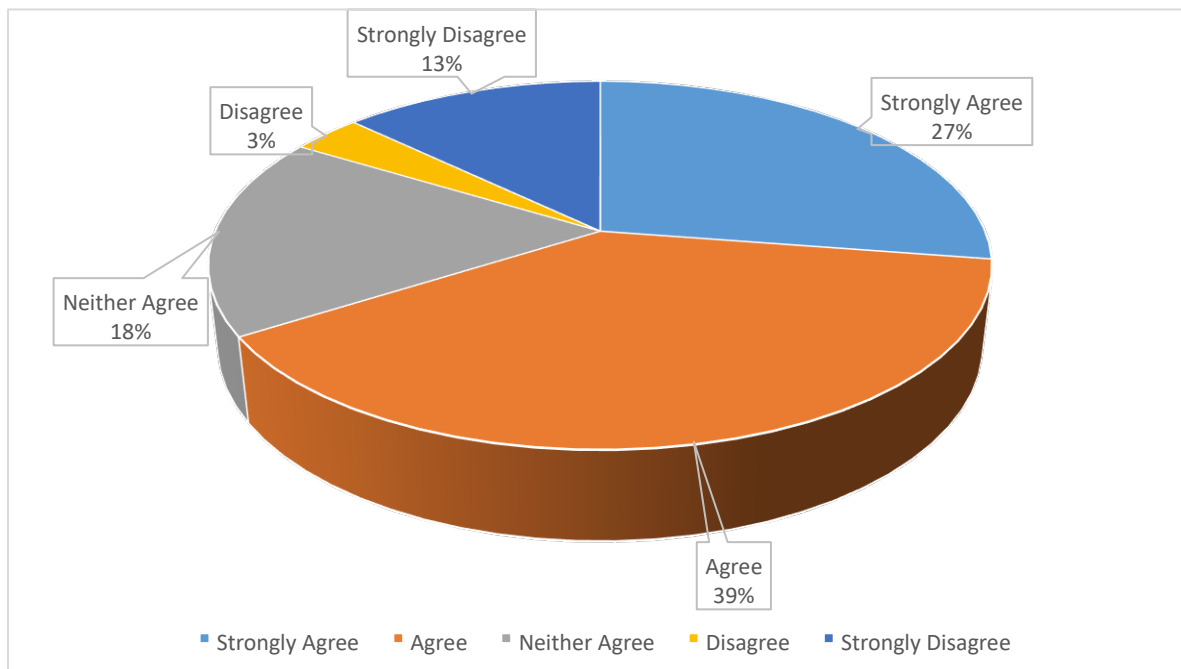


Is it important for organisations to have a strong and clear mission? Regarding the number of people who responded, the data revealed that 148 of those who responded strongly agreed that it is important for an organisation to have a mission that is both clear and strong. In addition, 80 of those who responded agreed that it is important for an organisation to have a mission that is strong. Moreover, 55 of those who responded said they neither agree nor disagree, 60 of those who

responded said they disagree, and the remaining seven said they strongly disagree with the idea of having a defined mission within the organisations for which they are working.

**Figure 17:**

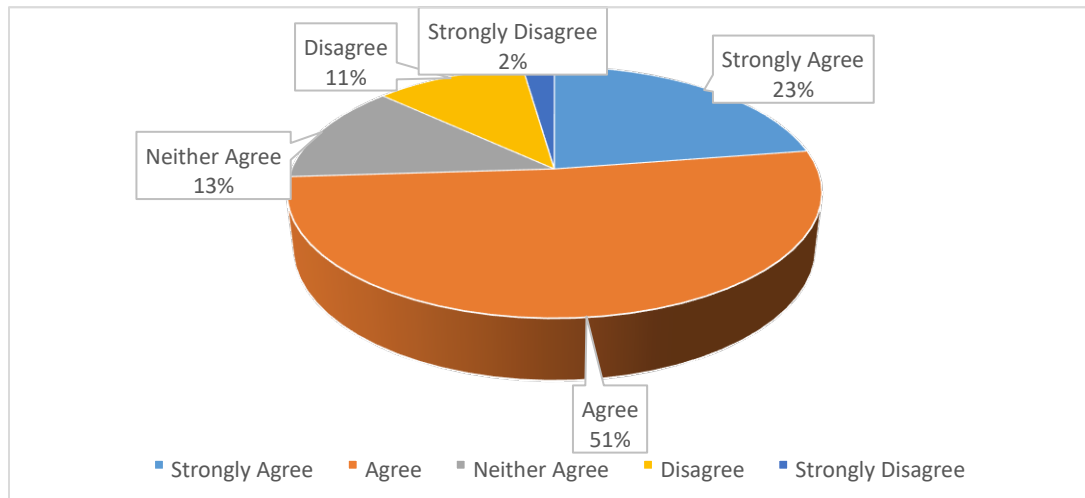
*Organisational goals*



Should the organisational goals among employees be shared to contribute to overall success of the organisation? Based on the results, Figure 15, provides an illustration of an organisation that has an agreed-upon aim with its employees. The results showed that 39% of employees agree with the goals that are to be discussed, and 27% of employees strongly agree with the goals. In addition, 18% of respondents said they neither agree nor disagree with the idea, 13% said they strongly disapprove, and 3% said they disagree with the idea of having such an initiative within the company.

**Figure 18:**

*Illustration of an organisation to set goals*



Should managers set target on tasks to ensure progress and unity? The respondents provided their responses from a variety of organisations, and the results showed that 51% of the respondents agree with managers to set targets on tasks that need to be completed on time. In addition, 23% of the respondents strongly agree with this statement, and 13% of the respondents neither agree nor disagree with this statement. Furthermore, 11% of the respondents disagree, and 2% of the respondents strongly disagree.

## **Qualitative Response**

### **Theme 1: Ethical Behavioral**

#### **Relationship between Organisational Culture and Ethical Behavioral Intention**

*How do you perceive the impact of organisational culture on employees' intentions to act ethically in your workplace?*

- **F1 (Zambezi Regional Council):**

*"In our council, the leadership sets the tone for ethical behaviour. When management is transparent, we feel motivated to follow ethical practices."*

*"The culture here emphasizes accountability, which makes employees more conscious about their ethical decisions."*

*"Leadership within the council strongly influences our ethical conduct. When managers act openly and fairly, it encourages us to behave ethically. The organisational culture promotes accountability, which heightens employees' awareness of the moral implications of their actions."*

- **F2 (Pick n Pay):**

*"At Pick n Pay, teamwork and customer focus are part of our culture. These values indirectly push us to act ethically because the company rewards those who uphold these standards."*

*"When the rules are clear, it becomes easier to have ethical intentions."*

- **F3 (Chinese Stores):**

*"Most decisions in our stores are dictated by the owners. If the culture prioritizes profit over fairness, employees may not feel obligated to act ethically."*

*"There is little discussion about ethics, so intentions are often personal rather than organizationally driven."*

- **F4 (Business Owners):**

*"Our company culture is based on mutual respect. This inspires ethical behaviour because employees feel valued."*

*"If the leadership doesn't demonstrate ethical behaviour, it affects everyone's intentions negatively."*

- **F5 (Ministry of Finance):**

*"A culture of accountability and integrity has been introduced, and we're starting to see employees embrace ethical intentions more."*

*"When the environment is rigid and bureaucratic, it can sometimes stifle ethical intentions."*

- **F6 (Ministry of Fisheries):**

*"Our workplace encourages open dialogue, and this helps employees to act with integrity because they don't feel isolated."*

*"Ethics are not just preached; they are practiced, which encourages employees to follow through."*

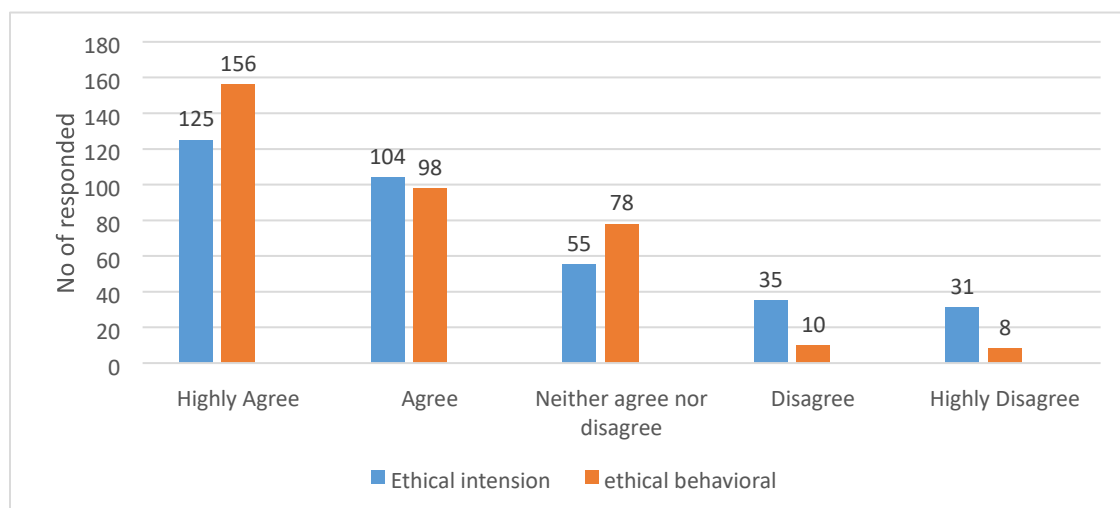
### Ethical intention and ethical behaviour of employees

Quantitative Response

#### Dimension 2: Organisational culture and ethical behaviour

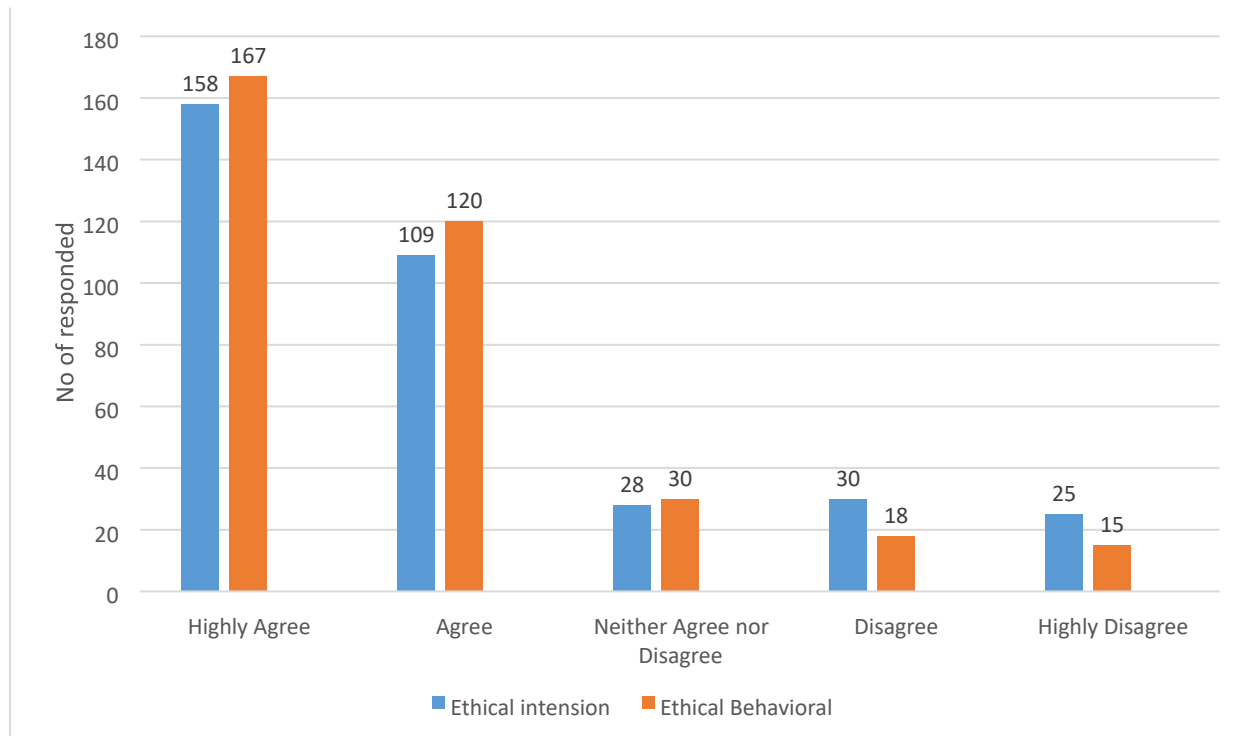
**Figure 19:**

*Using company resources for personal use*

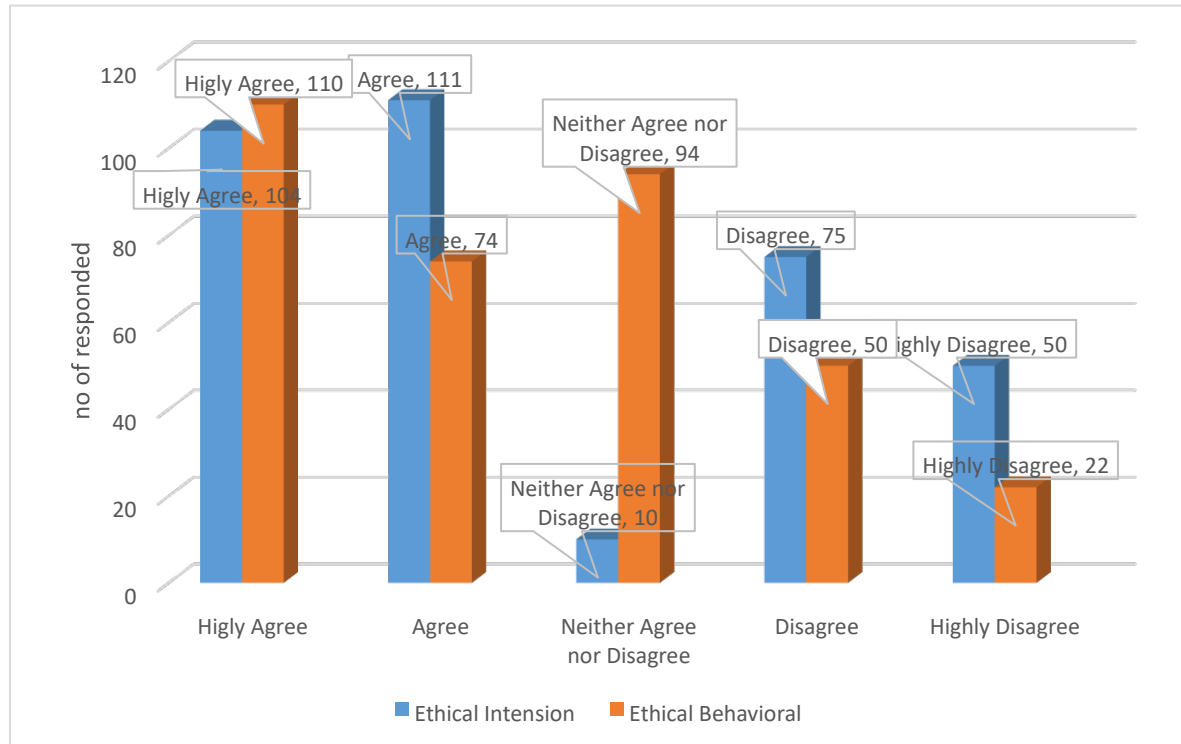


Do you believe it is ethical intention or ethical behaviour to use company resources for personal purposes? During the process of categorizing the two ethical standards that are present within the organisation, the responses demonstrated that the participants used company resources for their own personal use. This demonstrates that the respondents demonstrated that such an act of ethical behaviour has yielded more results, with almost 156 individuals responding. On the other hand, 125 of the respondents indicated that such an act is ethical in intention. Consequently, using the Likert scale, the majority answered that they are highly in agreement. The second group of people who responded stated that they concur with 104 of the respondents about ethical intentions and 98 of the respondents regarding ethical behaviour.

In addition, a number of the respondents indicated that they would rather not agree or disagree with the following figures, which are 55 and 78 respectively. The number of people that disagreed with the statement is rather low, and some of them strongly disagreed. Here is the Figure that display the findings regarding the individual's utilization of the organization's resources.

**Figure 20:***Doing private business on firm time*

Do you believe it is ethical intention or ethical behaviour to engage in private business activities during company time? There were 167 ethical behavioral and 158 ethical intentions of the respondents who indicated that they highly agree with the statement. On the other hand, 109 and 120 respectively indicated that they agree, 28 and 30 respectively indicated that they neither agree nor disagree with the statement, and the remaining respondents indicated that they disagree. The information that was collected from the respondents on personal use on doing private business on firm time was reviewed.

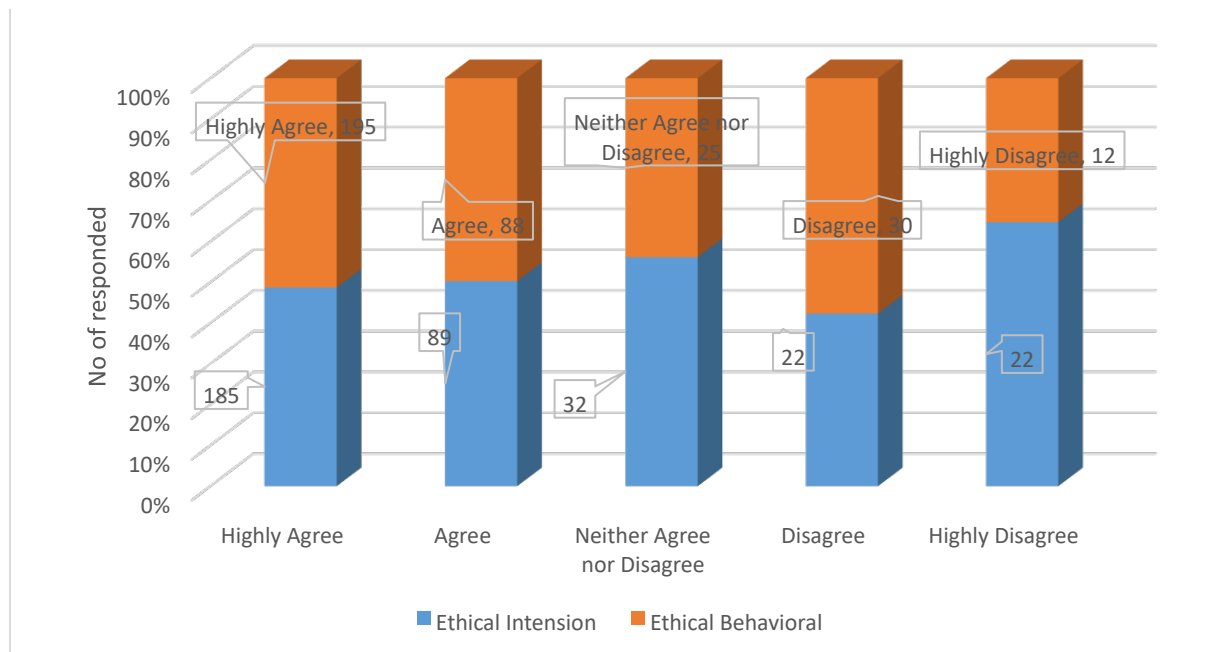
**Figure 21:***Concealing one's errors*

Do you believe it is ethical intention or ethical behaviour for employees to take responsibility for their mistakes rather than passing blame onto others? The classified results from the respondents on transferring blame or concealing one's errors suggested that 110 of the respondents and 104 of the respondents are very agreeing that the results are ethical intension and ethical behavioral of persons inside their organisation. This was demonstrated by the fact that the respondents indicated that they were strongly agreement with the results. Those who are in agreement with the findings revealed that 111 of the respondents are in favor of ethical intentions on the part of the staff, while 74 of them are in agreement that the staff operated in an ethical manner. According to the other group of respondents, 94 of them neither agree nor disagree with the statement that ethical behaviour is in accordance with ethical behaviour, while ten of them said

that they regard the results to be ethical intentions. The reminder of the individuals who stated that they do not agree with the practice of spreading blame around their organisation as an error.

**Figure 22:**

*Passing responsibility for errors to an innocent co-worker*



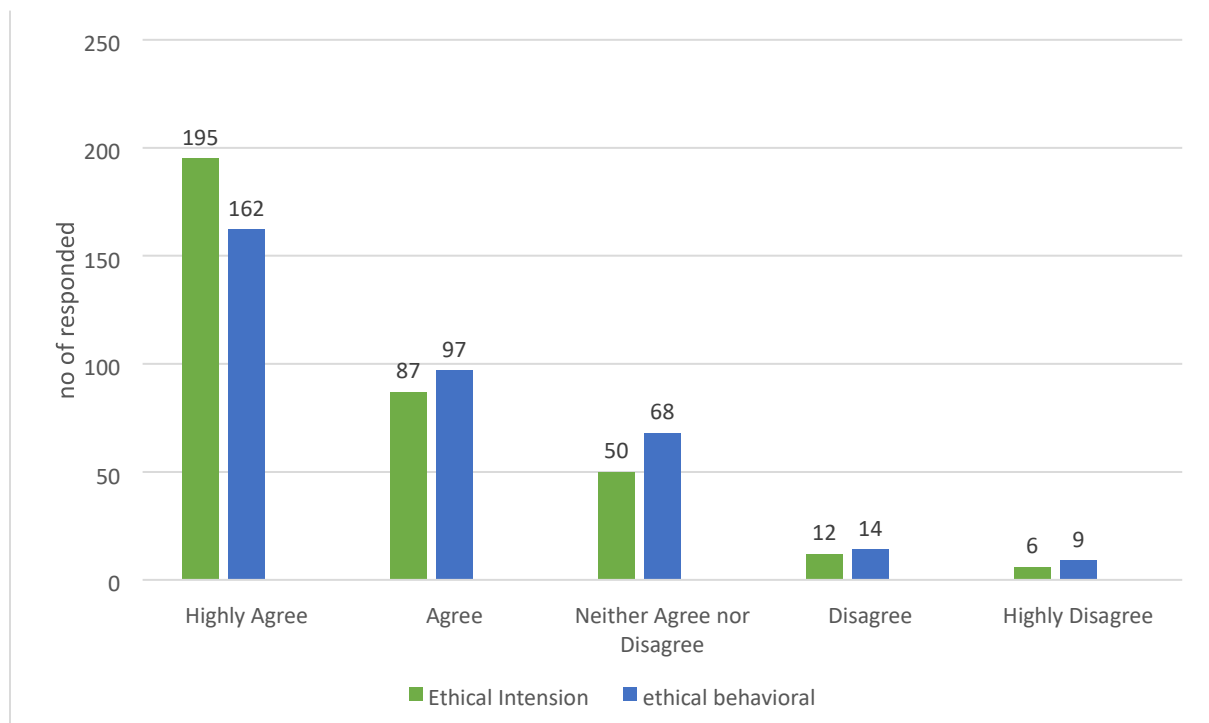
Do you believe it is ethical intention or ethical behaviour to conceal one's errors in the workplace? For the purpose of categorizing the outcomes of certain staff members who have a propensity to shift responsibility onto their fellow employees, the findings were classified. The findings revealed that 195 of the respondents strongly agreed with the statement that the act is engaging in ethical behaviour, and 185 of the respondents strongly agreed with the statement that the act is engaging in ethical intention. To add insult to injury, 89 of those who responded concur that it was ethical in intention, and 88 of those who responded concur that it was ethical behaviour. Among those who responded, there were some who didn't agree or disagree with the statement that

32 people recorded as having ethical intentions, while 25 people believed that it was ethical behaviour.

One or more of the respondents in other records expressed their disagreement with the records that are included here. The number 30 is recorded as ethical behaviour, while the number 22 is recorded as ethical intention. Finally, some respondents said that they strongly disagree with the statement that it was ethical intention, whereas 12 of those who responded indicated that employees exhibited ethical behaviour.

**Figure 23:**

*Giving assistance in exchange for privileged dealing*

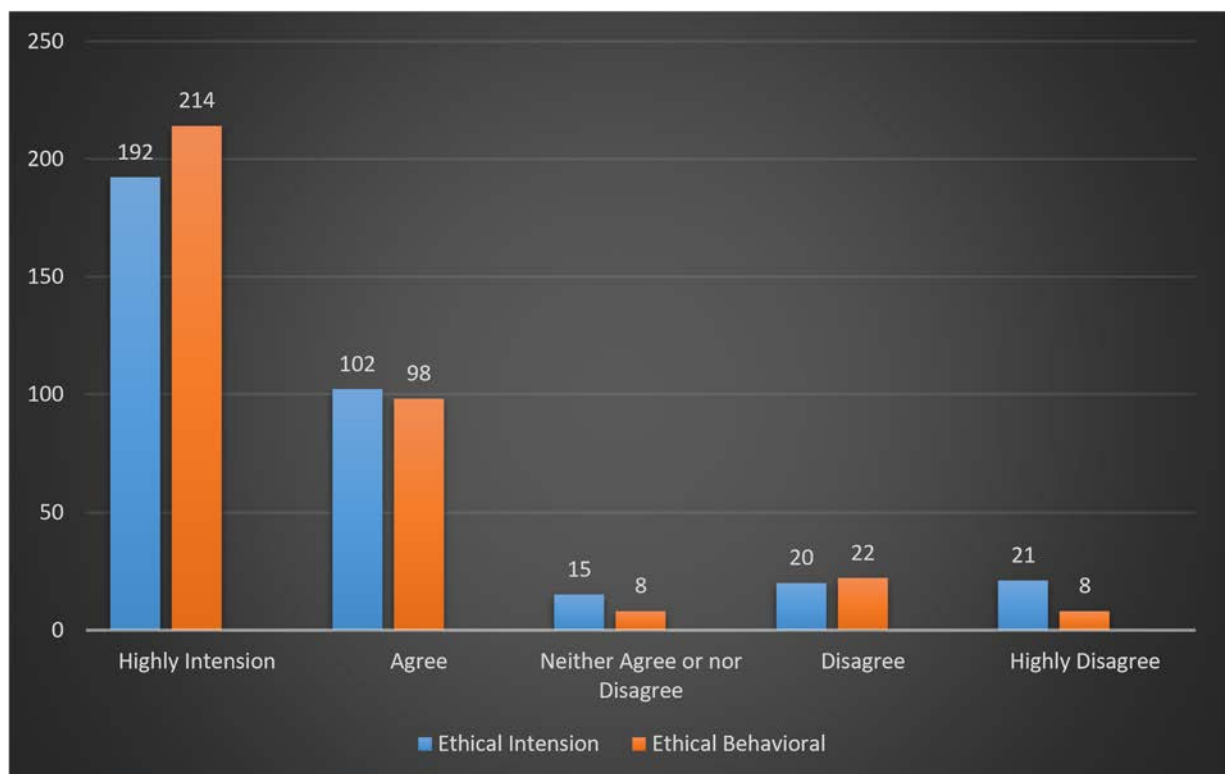


Do you believe it is ethical intention or ethical behaviour to give assistance in exchange for privileged treatment? The results showed that 195 of the respondents are highly in agreement that

it was ethical intension, while 162 said that it was ethical behavioural, as recorded in the figure below. The data collected are illustrated in the figure above, and respondents submitted their findings based on their knowledge and understanding of the situation. While this is going on, 87 and 97 of them are in agreement that bribery includes the exchange of privileged dealings. In addition, fifty percent of the respondents and sixty-eight percent of the respondents respectively stated that they neither agree nor disagree. It has been determined that the remaining records of 12, 14, 6, and 9 are in dispute with one another respective.

**Figure 24:**

*Accepting gift in exchange for special treatment*

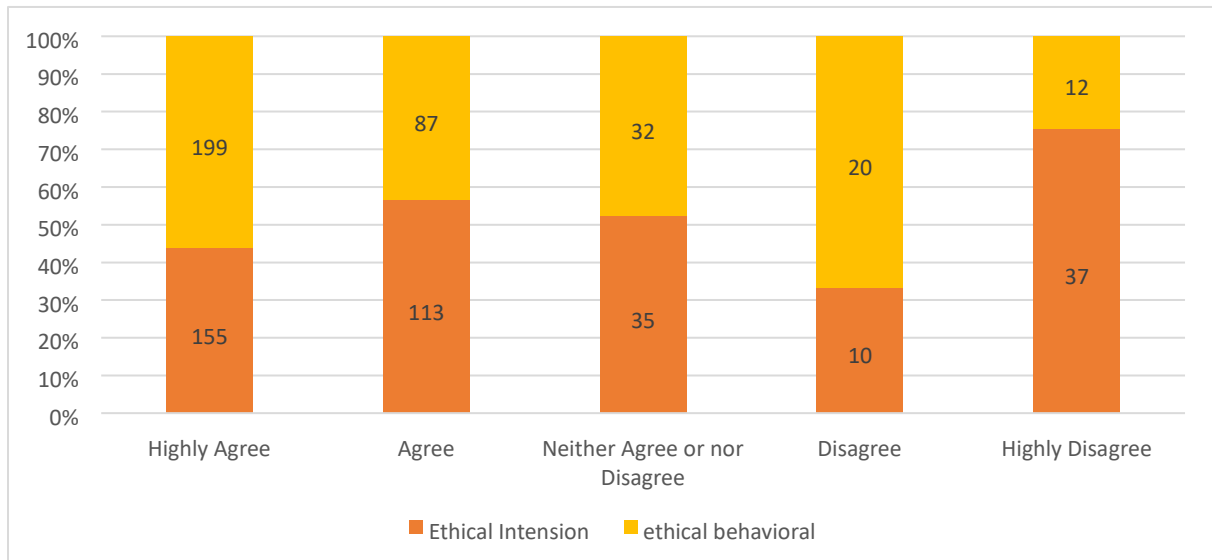


Do you believe it is ethical intention or ethical behaviour to accept gifts in exchange for special treatment in the workplace? According to the classified findings from the respondents, 214 of them are in complete agreement that the act of taking a gift in exchange for preferential treatment

is ethical behaviour. On the other hand, 192 of them believe that it is ethical intention. A total of 102 and 98 individuals, respectively, said that they are in agreement. Additionally, 15 individuals who responded indicated that they neither agree nor disagree with the ethical intention, and 8 individuals reported that they were neither in agreement nor disagreement with the conduct, and that they considered it to be ethical activity. However, the remaining respondents, who recorded the lowest number of responses, indicated that they disagree and strongly disagree with the statement.

**Do you believe it is ethical intention or ethical behaviour to call in sick to take a day off for personal reasons?**

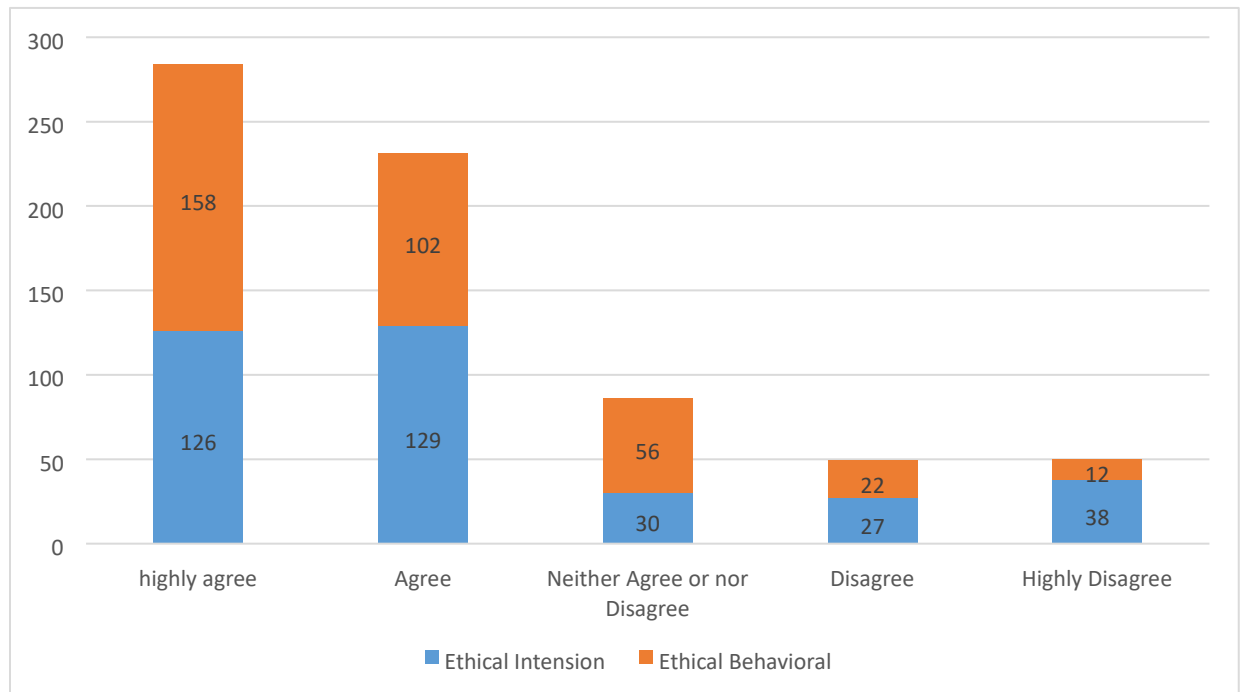
Any organisation that has rules and regulations is considered to be engaging in misconduct when they engage in falsification. The following is a list of the findings that were documented following the completion of an investigation. The results of the survey showed that 175 and 204 individuals, respectively, stated that they strongly agree with the statement, and in addition, 111 and 100 individuals, respectively, agreed with the statement. In addition, a number of the individuals who responded have said that they have indicated that they neither agree nor disagree with the statement, with the recorded numbers being 18 and 35 respectively. Last but not least, the majority of the staff members who took part in this study either do not disagree or strongly disagree, which is the lowest possible response. The figure that follows demonstrates how the results are analysed in the figure based on the findings.

**Figure 25:***Approving a subsidiary to violate business*

Do you believe it is ethical intention or ethical behaviour to approve a subsidiary to violate business regulations? A total of 199 individuals strongly agree that it is an act of ethical behaviour, whereas 155 individuals refer to it as ethical intention. This is the output of the results from those who responded. According to the other records, 113 and 87 individuals, respectively, are in agreement that the act of ethical intention is documented to be higher. On the third scale, the responses of 35 and 32 individuals, who are neither agreeing nor disagreeing, are recorded to be less than those who agree. When glancing at the figure that displays the findings, the percentages of people who disagree and greatly disagree are compared to those who have recorded fewer.

**Figure 26:**

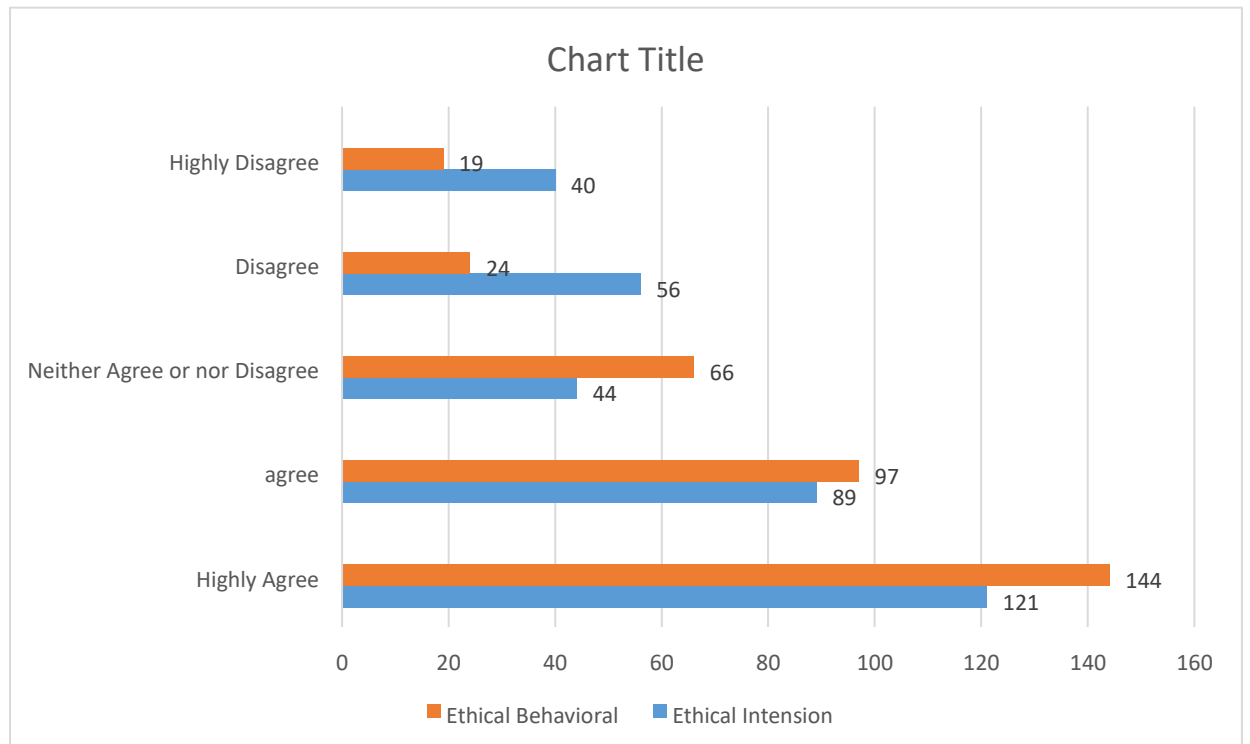
*Padding an expenses account up to 10%*



Do you believe it is ethical intention or ethical behaviour to pad an expense account up to 10%? According to the findings, 158 of the respondents considered the practice of padding an expense account to the organisation to be extremely agreeable in terms of ethical behaviour, while 126 of the respondents said that they intended to uphold ethical standards. Those who are in agreement comprise 102 and 129 individuals, respectively, while those who are neither in agreement nor disagreement have a total of 56 and 30 individuals, respectively. In addition, individuals who are in disagreement are noted as the lowest level, which is a sign that such ethical practices are not permitted in any organisation.

**Figure 27:**

*Padding an expense account of more than 10%*

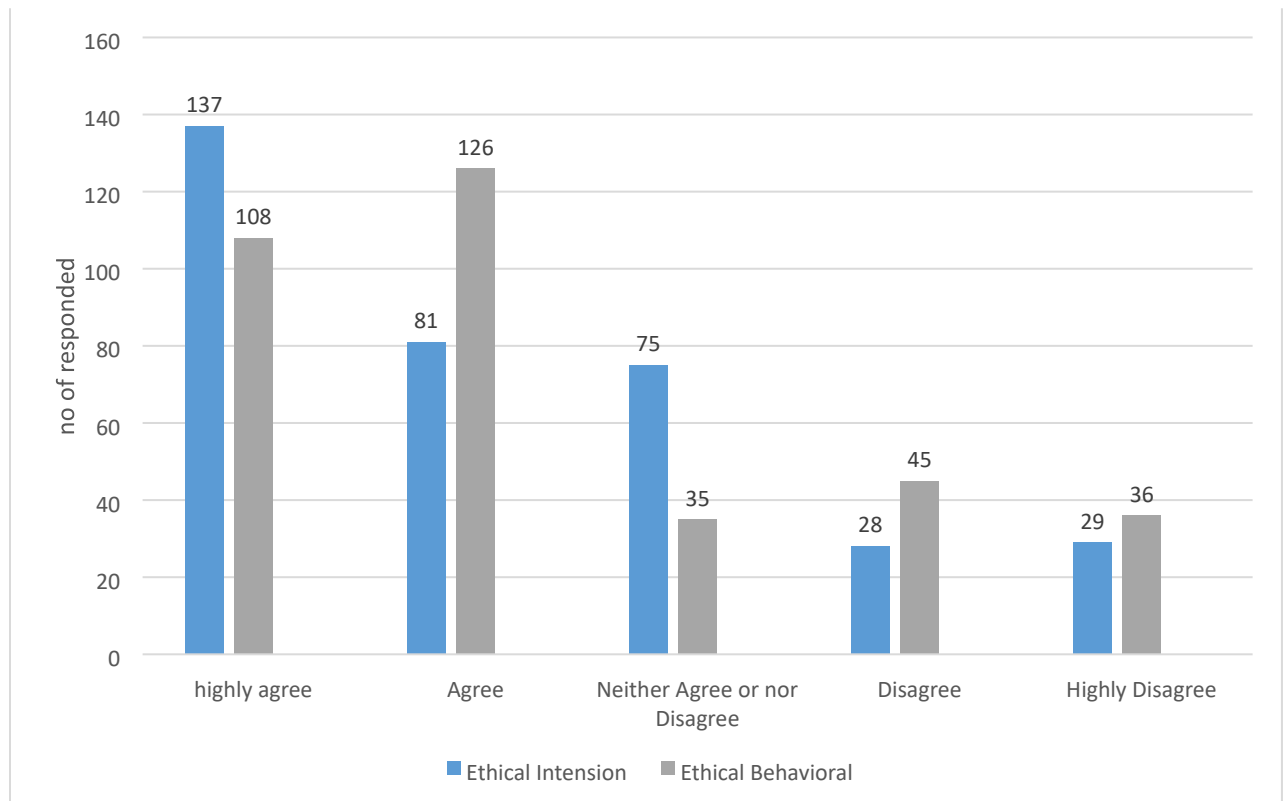


Do you believe it is ethical intention or ethical behaviour to pad an expense account by more than 10%? If an organisation chooses to incur additional costs on purpose, then that organisation will be forced to incur further costs. The results, together with the manner in which they were recorded by the respondents, are presented in the figure the above figure. The participants who are highly agree with (144 and 121) correspondingly based on the figure outcomes. In addition, 97 and 89 of the respondents are in agreement that it is not appropriate to pad an expense account for the organisation. The remaining respondents, who recorded 66 and 44 respectively, are those who neither agree nor disagree with the statement. The number of people

who didn't agree with the statement was recorded as 24 and 56 respectively, while the number of people who answered was 19 and 40 respectively.

**Figure 28:**

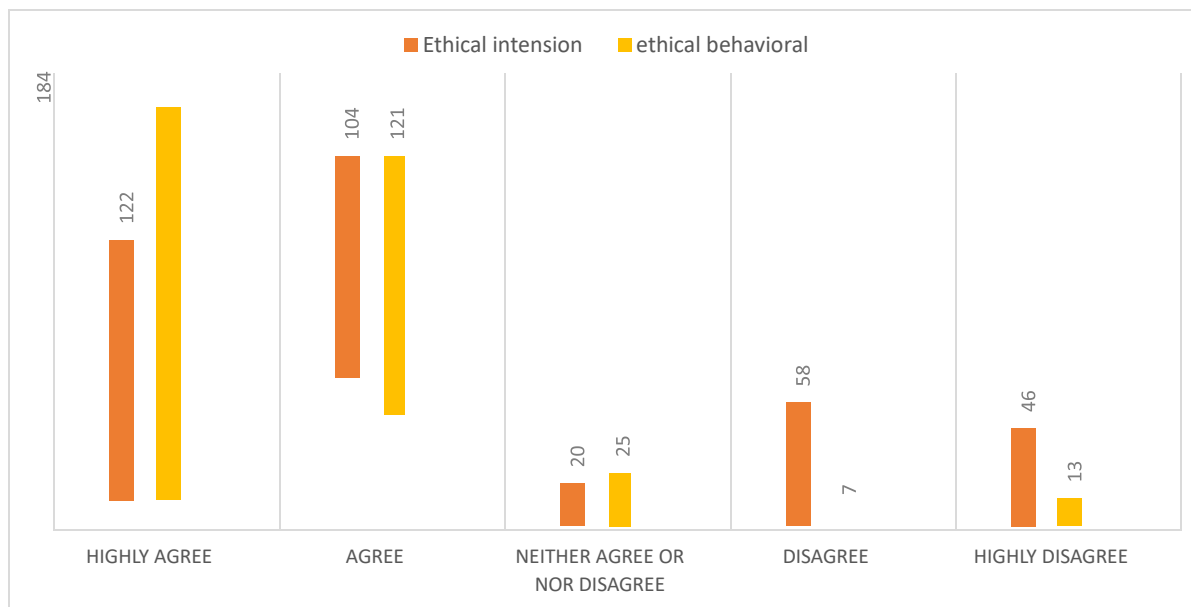
*Taking longer than required to do a job*



Do you believe it is ethical intention or ethical behaviour to take longer than required to complete a job? Any task that is required to be completed by any organisation must be completed within a time range that is considered to be reasonable. There is a group of respondents who agree with records 81 as ethical intension and 126 as ethical behavioral. The results suggest that 137 and 108 of the respondents are highly agreeing with the statements, respectively. The other stated that they indicated that they neither agree nor disagree with the records of 75 with regard to ethical intentions and 35 with regard to ethical actions. However, 28 and 45 are in disagreement with records that are extremely low. Individuals who are classified as extremely disagreeing have documented 29 and 36 instances of ethical intensions and ethical behaviour, respectively.

**Figure 29:**

*Exposing confidential information about the organisation*



Do you believe it is ethical intention or ethical behaviour to expose confidential information about an organisation? It is strictly forbidden to disclose any information that pertains to the organisation to anyone outside of the organisation. Based on the responses, it was found that 122 of the individuals who responded are on the side of ethical intention, while 184 of them believe that they do ethical behaviour. Furthermore, individuals who neither agree nor disagree with the statement have a score of 20 and 25 respectively. In the meantime, some respondents have indicated that they are in agreement with the statement, citing the following 104 ethical intentions and 121 ethical behaviours. In addition, there are participants who disagree and strongly disagree, but the numbers of those participants are recorded and displayed in the figure that is located above.

### **Qualitative Responses**

#### **Relationship between organisational culture and ethical behaviour**

## **Theme 2: Organisational culture and ethical behaviour**

*In your experience, how does organisational culture influence actual ethical behaviour among employees in your organisation?*

**F1:** *"We have noticed that departments with supportive managers have fewer ethical breaches. If the culture does not reward ethical behaviour, people start cutting corners. Furthermore, leadership by example and a strong culture of teamwork foster mutual accountability, creating an environment in which ethical conduct is both expected and sustained"*

**F2:** *"Our culture of teamwork helps us hold each other accountable. Supervisors who lead by example inspire ethical practices among the staff."*

**F3:** *"Ethical behaviour depends on individual values because the organisational culture rarely enforces it. Employees tend to mimic the behaviour of the store owners."*

**F4:** *"Small businesses often rely on trust, so ethical behaviour is ingrained in our daily operations. We need stronger systems to support ethics, as the culture alone is not enough."*

**F5:** *"The Ministry's emphasis on ethical training has improved compliance, but cultural changes take time. Ethical behaviour is stronger in departments with a history of good leadership."*

**F6:** *"Our fisheries policies are rooted in fairness, and this culture translates to how we interact with stakeholders. Employees tend to adhere to ethical behaviour when there's a clear link to organisational values."*

These findings suggest that supportive leadership and a positive organisational culture play a critical role in minimising ethical violations, as employees are more likely to uphold ethical standards when ethical behaviour is recognised and reinforced.

## **Quantitative Responses**

### **Dimension 3: Organisational Image**

*Does your organisation have strategic plans, policies, and ways of solving ethical issues?*

**Table 7:**

*Illustration on strategic plan*

<b>Descriptive</b>	<b>No of responded</b>	<b>percentage</b>
Strongly agree	154	46%
Agree	121	37%
Neither agree or nor disagree	25	8%
disagree	23	7%
Strongly disagree	27	2%

The results indicate that 46% strongly agree, and records reveal that the organisations with strategic plans and policies are predominantly government ministries, with only a limited number of private organisations having such plans in place. 37% agree that some organisations have methods for addressing ethical issues, while 8% neither agree nor disagree, 7% totally disagree, and 2% strongly disagree.

*Are there channels or mechanisms in place for employees to report ethical concerns or violations anonymously?*

**Table 8:**

*Illustration on reporting ethical concerns*

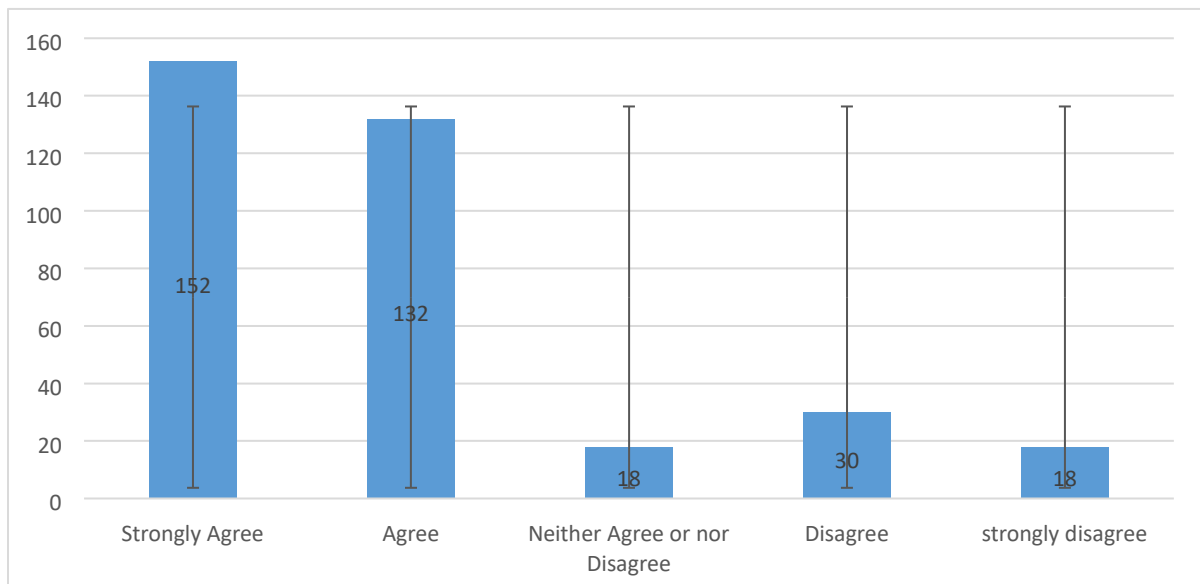
<b>Descriptive</b>	<b>No of responded</b>	<b>percentage</b>
Strongly agree	145	42%
Agree	152	44%

Neither agree or nor disagree	8	2%
disagree	12	3%
Strongly disagree	33	9%

The classified results indicate that 44% of respondents who agree have recorded the highest figures, suggesting that they should serve as a channel of communication within their organisation. While 42% strongly agree that mechanisms should be in place, 9% strongly disagree, and the results indicate that these individuals are employees working in Chinese shops. The remaining 2% and 3% neither agree nor disagree and express disagreement regarding the need for a channel of communication for reporting ethical concerns.

**Figure 30:**

*Organisation treats everyone equally and with full respect*

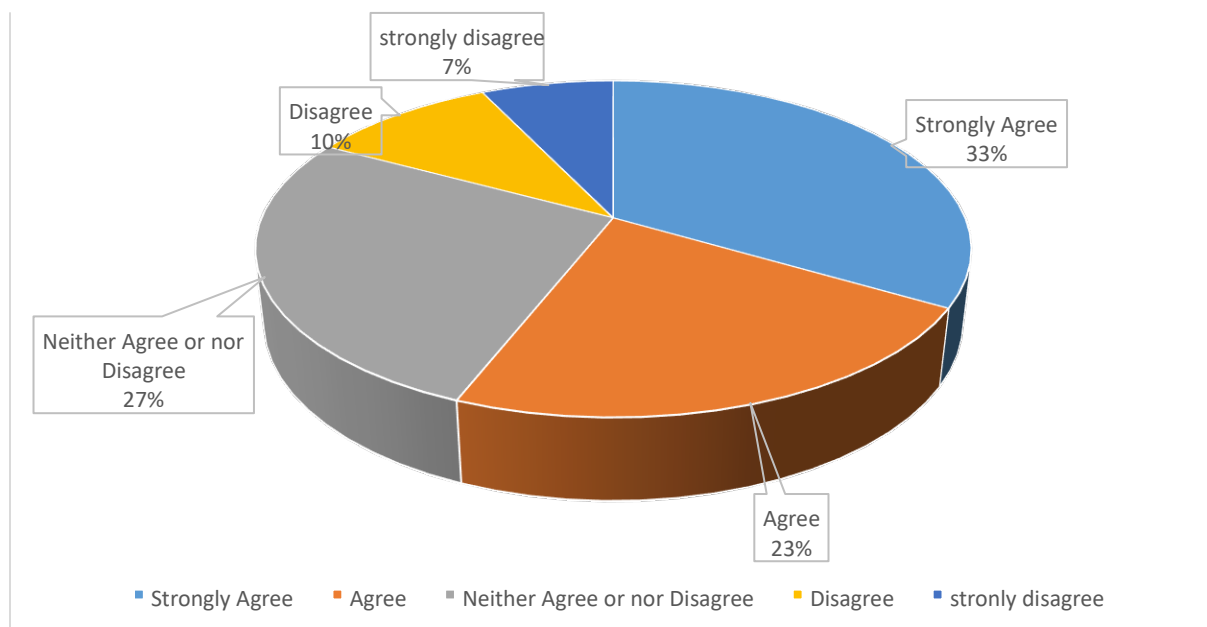


Does your organisation treat everyone equally and with full respect? The classified results reveal that 152 participants strongly agree that their organisation treats them with full respect.

Meanwhile, 132 participants agree with equal treatment; furthermore, only 18 participants neither agree nor disagree with equal treatment in their organisations. Only 30 of the participants expressed disagreement, while 18 indicated strong disagreement regarding the equal treatment and respect they receive from their organisations. The table below illustrates the presentation of results based on the responses provided through the research tool.

**Figure 31:**

*Organisation and employees trust*

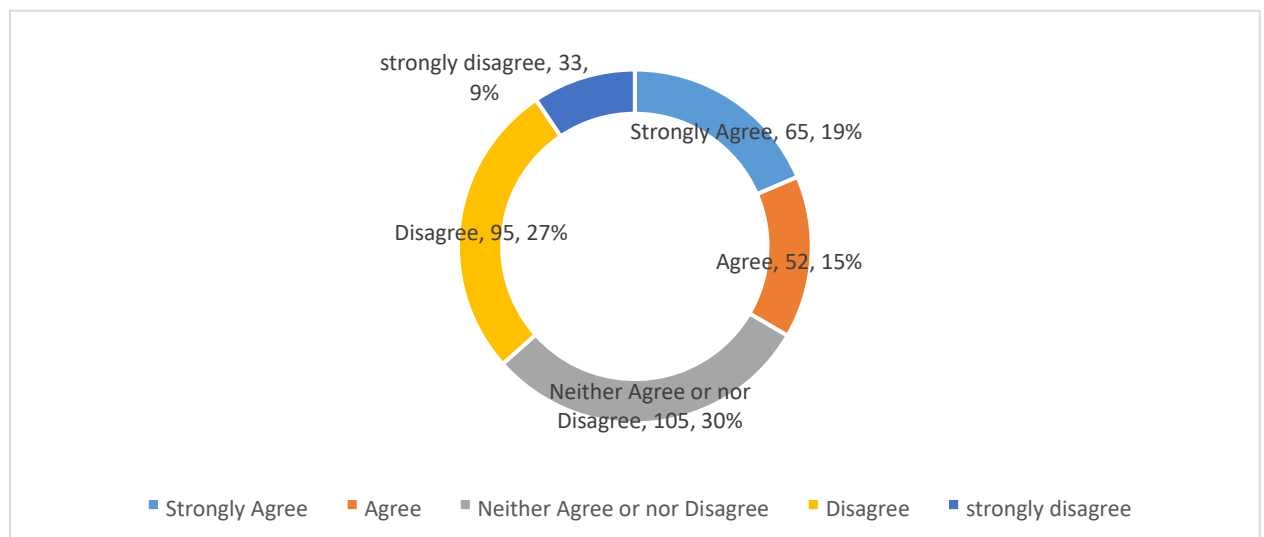


Does your organisation have the full trust of its employees? Trust serves as a fundamental instrument for advancing an organisation (Olga, 2013). The classified results of the participants indicated that 33% strongly agree that their organisation trusts employees, while 27% neither agree nor disagree regarding their organization's trust in employees. Additionally, 23% of respondents

indicated that they agree their organisation fully trusts its employees, while 10% disagreed and 7% strongly disagreed, stating that their organisation does not fully trust its employees.

**Figure 32:**

*Employees involved in the decision-making process*



Are all employees involved in the decision-making process in your organisation? This was a challenging question for the respondent, as it produced difficult results across various categories. A majority of respondents, specifically 27%, indicated that they disagree with the notion that they are not involved in the decision-making process within their respective organisations. Meanwhile, 30% of the employees neither agree nor disagree that staff members are involved in the decision-making process. 19% of respondents strongly agree that they are involved. Previous results indicate that those who strongly agree typically hold managerial positions, while 15% agree that they are involved. Furthermore, only 9% strongly disagree that they are not involved in the decision-making processes within their organisation.

**Qualitative Responses**

### **Relationship between ethical behaviour and organisational image**

*How do you think employees' ethical behaviour impacts the overall image of your organisation?*

#### **Theme 3: Organisational Image**

**F1:** *"The public judges the council by how we treat community members. Ethical behaviour boosts trust in the council. Ethical behaviour in service delivery significantly enhances public trust and organisational reputation. Conversely, unethical practices by individual employees tend to be attributed to the entire organisation, thereby damaging its public image."*

**F2:** *"Our customers notice when employees are helpful and honest. It directly impacts our reputation."*

**F3:** *"People associate unethical practices, like unfair pricing, with the entire store, not just one employee. Acts of honesty and fairness build confidence, while unethical conduct undermines institutional credibility."*

**F4:** *"Our business reputation is everything. One unethical act can tarnish years of hard work."*

**F5:** *"The Ministry's credibility depends on ethical compliance, especially in financial dealings."*

**F6:** *"Ethical behaviour reflects on the Ministry's integrity, particularly when dealing with fisheries licenses."*

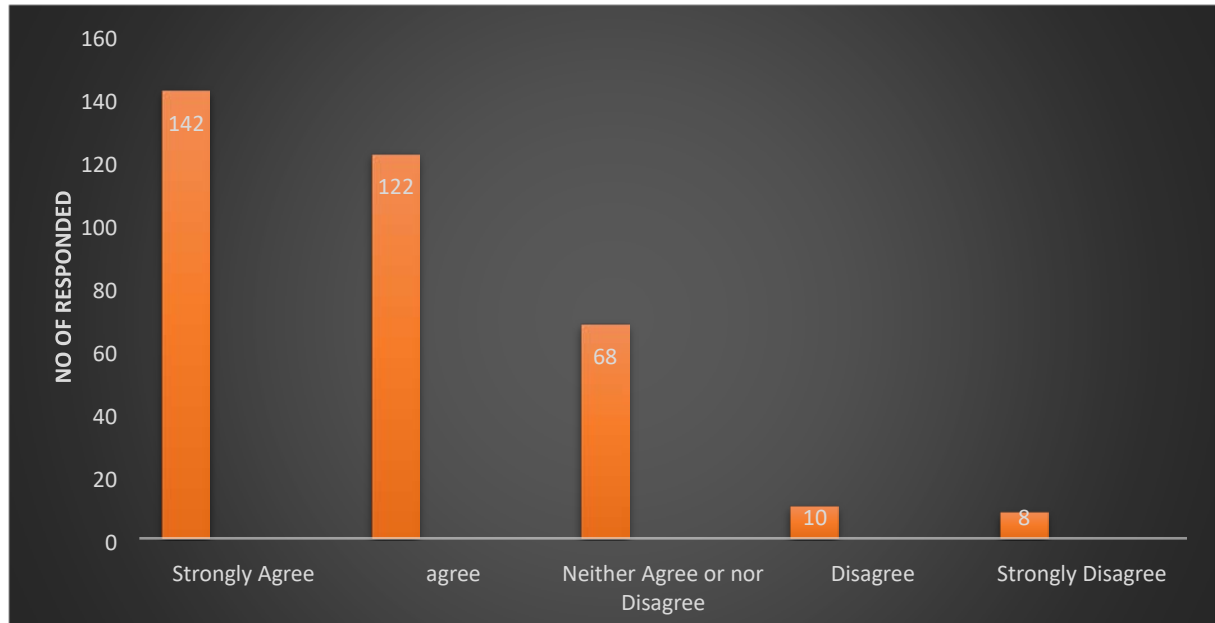
Collectively, the findings indicate that public perceptions of organisational credibility are strongly shaped by employees' ethical conduct, fairness, and honesty, as unethical actions by individuals are often generalised to represent the entire institution.

#### ***Quantitative Responses***

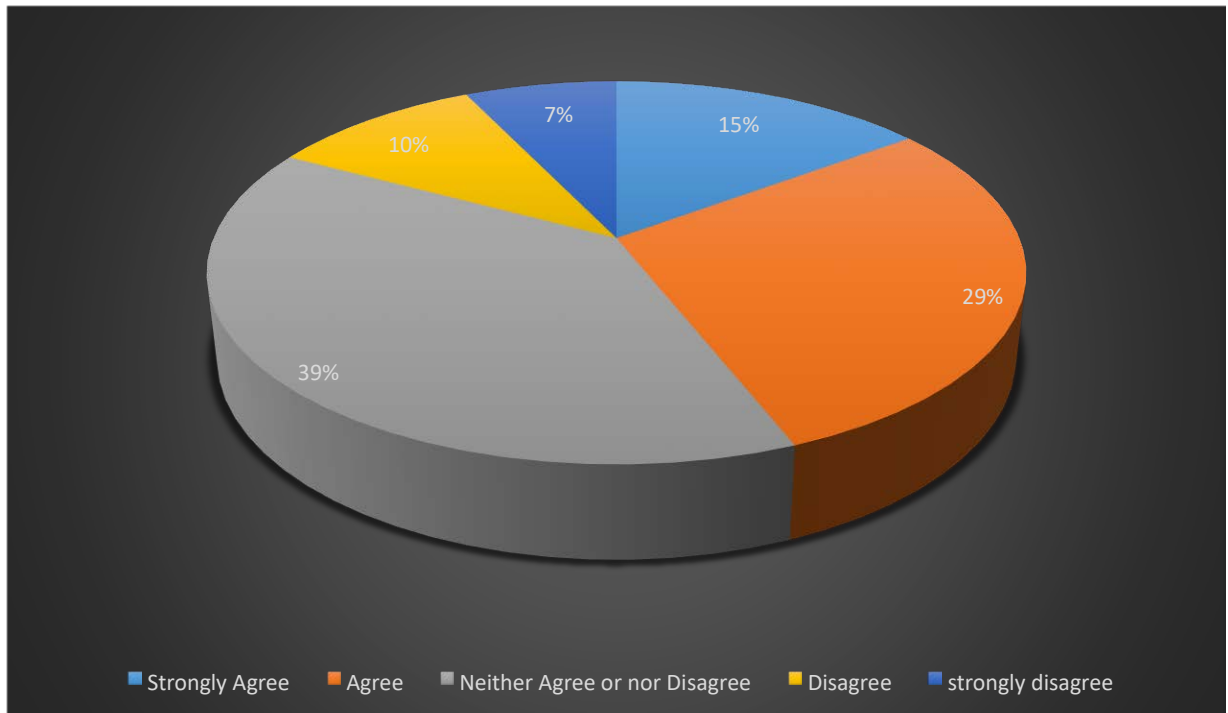
#### **Dimension 4: Ethical commitment of the employees**

**Figure 32:**

*Use of organisational resources*



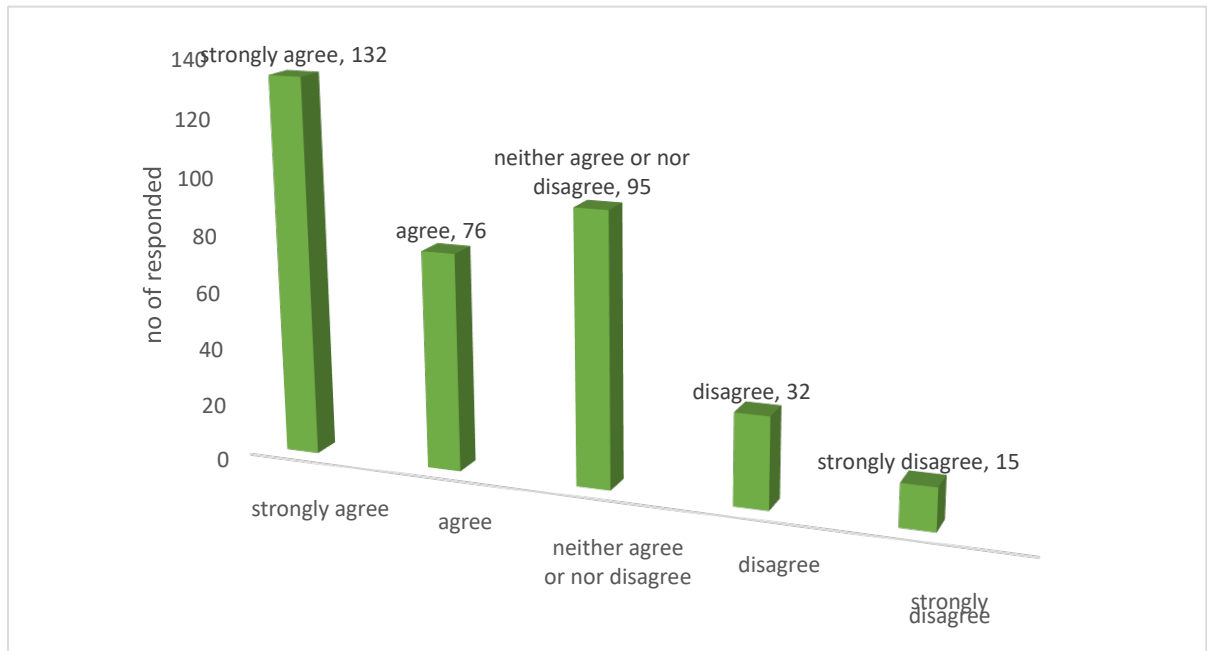
Do you intend to never use organisational resources for your personal benefit? These individuals have demonstrated their respect for their respective organisations, as 142 of them have said that they strongly agree, 122 have indicated that they agree, and 68 have indicated that they neither agree nor disagree. As a result, this suggests that the majority of those who responded do not make use of the resources provided by their organisation for their own personal use. In addition, just ten employees indicated that they do not agree, and eight of those employees strongly disagreed with the statement that some employees do utilize organisational resources for personal gain.

**Figure 33:***Accept mistake*

Do you intend to accept your mistakes in your organisation and never blame others? In order to determine whether or not employees are able to accept responsibility for their own errors in their own organisations, the question is designed to function as a testing instrument. The findings indicate that 39 percent of the participants are neither in agreement nor disagreement with the statement that they should accept responsibility for their own errors rather than assigning blame to other people. Furthermore, 15% of those who responded highly agreed with the ethical commitment of their organisation, and 29% of those who responded agreed that they will hold themselves accountable for their own mistakes. Last but not least, ten percent of respondents disagree, and seven percent of respondents strongly disagree, with the ethical commitment of employees.

**Figure 34:**

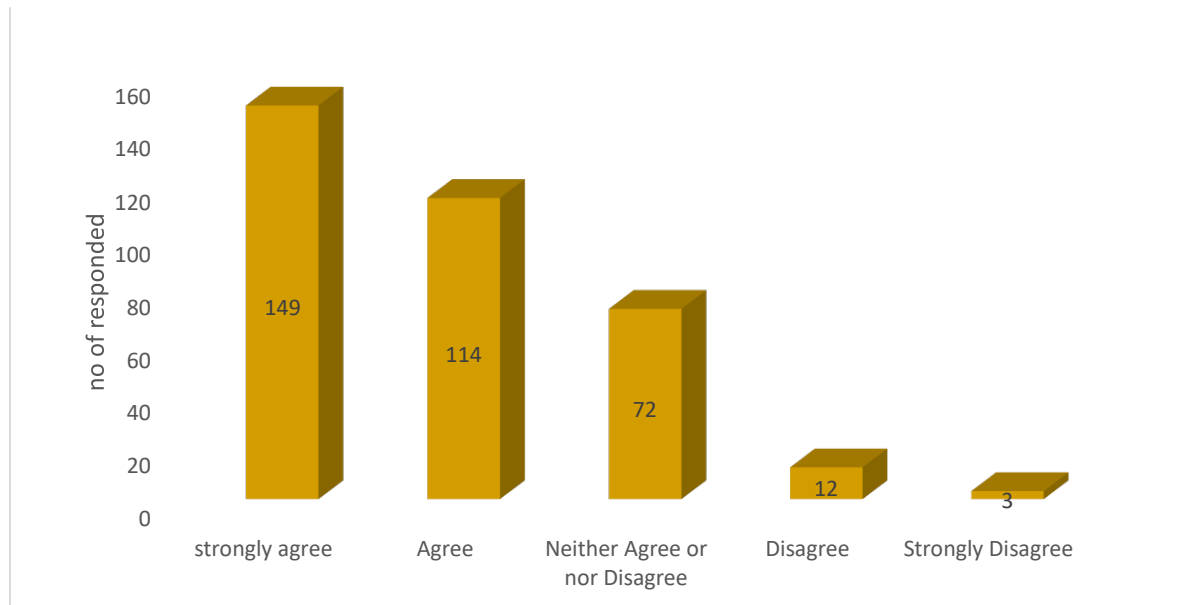
*Accept any gift or money for my work*



Do you intend to never accept any gift or money for your work? It was the purpose of this inquiry to determine whether or not the acceptance of gifts can affect or contribute to unethical behaviour among employees. According to the findings, 132 of those who responded are in complete agreement that it is not acceptable to accept a gift while at work. At the same time, 95 of the respondents indicated that they neither agree nor disagree with the statement that receiving money while on duty is one of the unethical actions that each organisation will not tolerate. To add insult to injury, 76 of those who responded agreed that receiving a gift or money is not acceptable in any organisation. Last but not least, 32 and 15 of them respectively declare that they do not agree with the notion that taking a gift or money has no impact whatsoever on the productivity of the organisation.

**Figure 35:**

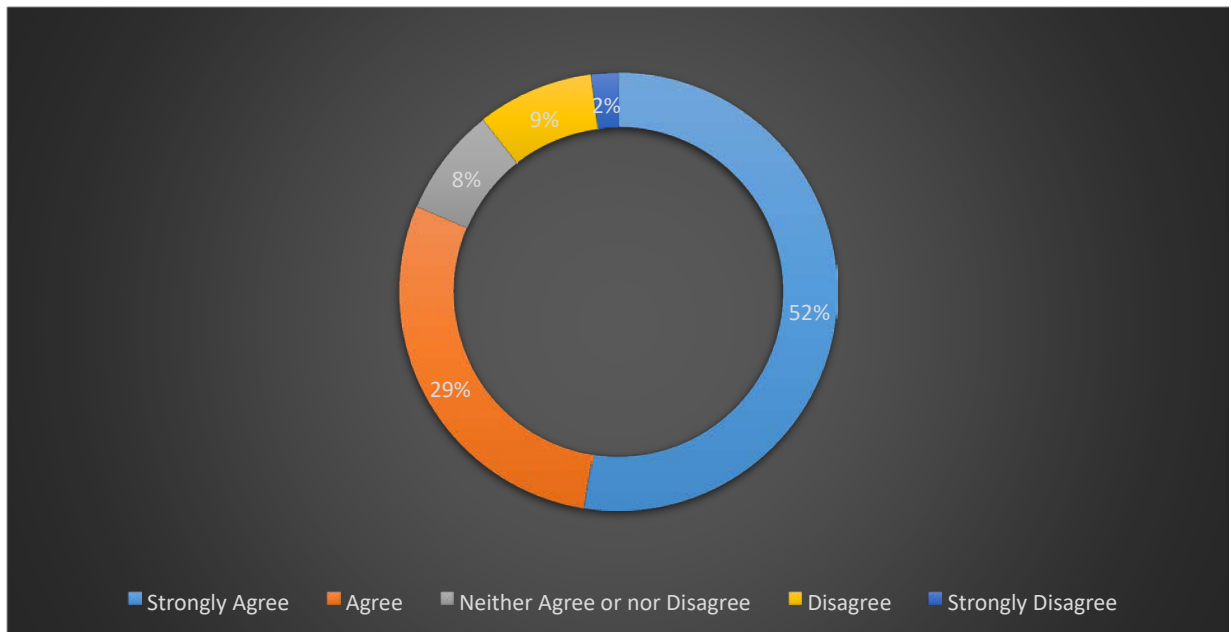
*Never provide any false information*



Do you intend to never provide any false information in your organisation? When it comes to ethical commitment among employees in an organisation, one of the most important components is maintaining confidentiality in the workplace. As a consequence of the findings, it has been determined that 149 and 114 of the individuals who replied have reached the conclusion that providing incorrect information within the organisation is an act of unethical behaviour in the workplace. Whereas 72 of the respondents indicated that they neither agree nor disagree, and finally, 12 and 3 of the respondents indicated that they disagree and strongly disagree, the lowest result was observed for the latter two categories.

**Figure 36:**

*Honest with my opinion and to my organisation*



Do you intend to always be honest with your opinion and to your organisation? Nearly fifty-two percent of those who responded strongly agreed that being honest in the workplace is considered to be an ethical standard that is demanded from each staff member in different organisations. Promotions at work are only given to employees who demonstrate to the organisation that they have performed an act of honesty towards the organisation. In the meantime, among the lowest data collected, 27 percent of the participants stated that they agree with the concept of honesty in the workplace, while 8% stated that they neither agree nor disagree with the concept. A total of 9% of respondents were found to disagree, with two percent expressing a severe disagreement. After data was collected from those who responded.

## **Qualitative Responses**

### **Relationship between ethical commitment and organisational image**

*To what extent do you believe employees' ethical commitment influences the public perception of your organisation?*

#### **Theme 4: Ethical Commitment**

**F1:** *"Committed employees project a positive image, but lapses in ethics harm public confidence. Dedicated employees enhance the organisation's reputation; however, ethical shortcomings quickly erode public trust and confidence."*

**F2:** *"Ethical commitment is key. Customers trust employees who are consistently ethical. When employees demonstrate strong ethical dedication, stakeholders develop greater confidence in the organisation and its services."*

**F3:** *"Inconsistent commitment to ethics confuses customers and creates a negative image. Sustained ethical commitment strengthens public credibility, whereas unethical conduct damages the institution's reputation."*

**F4:** *"A high level of ethical commitment reassures clients and partners, improving our image. Strong ethical commitment enhances stakeholder confidence and reinforces the organisation's professional image."*

**F5:** *"Public trust in the Ministry improves when employees are seen as committed to integrity. When integrity is consistently demonstrated by employees, public trust in the Ministry is significantly strengthened."*

**F6:** *"Stakeholders appreciate employees who are consistently ethical, enhancing the Ministry's standing."*

#### **Discussion of the results**

Demographics: The respondents were characterized and examined based on the organisation they are working for, age, gender, no of experience, department they are working for, name of private organisation they are working, nature of work and the level of education.

Gender of respondents

The gender type was tabled in the table below and the results was presented in the table below, out of 350 participants who provided back with the questionnaire (190) are male and (160) are female that gives us to a total of 350 participants. The results were translated that 54.3 percent of the responded were male while 45.7 are female.

#### *Age of respondents*

The responded were determined with their ages based on their categories of age, the age range of the responded was from 18 to 60 and the oldest responded was 55 years. Meanwhile the youngest participant was 18 years old working in private organisation (supermarket). 90% of the responded who took part in this research were mostly in the range of 25 to 45 years. Still in the demographic part of the research, the age of the participants was limited to between 18 years to 60 years only, therefore the results indicate that most of the participants who contributed high percentage of attendance were participants in the age of 30 to 45 years. Only few of the participants were in the range of 18 to 25 years, therefore one can draw a conclusion that in Namibia most youth who are within those ages are at university to complete their studies.

#### *Work experience*

An observation was carried out that most of the participants have work experience of more than 1 year to 18 years in their respective workplace. The results shows that most participant has a work experience of between 2 to 7 years and least category with les work experience is between 1 year to 3 years working experience. In terms of working experience, the results illustrated that 120 of the participants have more experience in their work experience which is 21 to 25 years working experience. This shows that the majority of the employees who are working in private organisations like in Chinese shops they only work for few months and they step down due to lack of salary and

other benefits to be given to the employees. Based on their knowledge of their understanding on working experience, the unethical conduct which happens among employees are ethical intention (Lucia, 2016).

Beside working experience, the results also indicates that the employees who took part in the research are coming from different ministries with different departments such as deputy director, director, chiefs, controllers, administration officers and cleaners. This is an indication that the results collected it involves a combination of variety of skilled personals. Therefore, different departments it means personals with different educational background were all involved and a conclusion can be drawn that the research involved excellent class of experienced employees

#### *Marital status*

All the employees were examined to indicate on their marital status, the results shows that the two different category indicated that 120 of the responded were married meanwhile 230 of the participant were single

#### *Educational qualification*

Participants who are working mostly in the shops have indicated that their highest educational qualification is grade 12 certificate, while the majority of the employees who work in the government ministries have both diploma and degree as their qualification and lastly the top managers who work in the government and private have both masters and honors degree only 3 of the employees have PhD qualification.

#### *Employee's citizenship*

Furthermore, Citizenship question was asked and participant indicated that 51% of the responded are citizen of Namibia and were born in Zambezi region which constitute 180 of the

employees are from Zambezi region out of the 350 participant. 43% of the participant are still Namibian citizen but they are not born Zambezi region, while the remaining 6% are non-Namibian citizen and they work on contract. Therefore, the high number of citizens who are born in Zambezi region is an indication that citizen of the region is given more chance to job opportunities.

#### *Name of organisation*

Employees were asked to mention the name of the organisation they are working for, the following organisation were mentioned: ministry of finance, ministry of fisheries, Zambezi regional council, pick n pay, Chinese chops and other businessman. Most of the participants were coming from the three government ministries which constituted 87% of the participant, the remaining percent are the staff members who were working from private organisations.

The findings indicate that the culture of the organisation plays a significant part in determining the kinds of ethical behaviour that employees want to engage in. Participants from organisations that have a strong ethical culture, such as the Zambezi Regional Council and the Ministry of Fisheries, claimed that a culture of transparency, accountability, and ethical leadership encouraged employees to make ethical decisions. Both of these organisations are examples of organisations that have a strong ethical culture. These realizations are in agreement with Schein's (2010) thesis that the assumptions, values, and behaviour of individuals inside an organisation are influenced by the culture of the organisation. Leadership in these organisations served as a model for ethical conduct, which in turn encouraged employees' intents to behave in a similar manner.

Nevertheless, the findings also demonstrated that employees' ethical intentions were less strong in organisations where the leadership placed a greater emphasis on operational efficiency or profitability than on ethics (for example, in some stores owned by Chinese companies).

According to Treviño et al. (2006), in the absence of significant ethical advice and reinforcement from leadership, employees are statistically less likely to create ethical intents that are compatible with their values.

### **Relationship between organisational culture and ethical behaviour**

**Research Question:** *How does organisational culture influence actual ethical behaviours among employees in your organisation?*

The results indicated that organisational culture has a direct impact on the ethical behaviour of employees, in addition to influencing their intentions. Participants observed that ethical norms were actively promoted and monitored in organisations such as the Zambezi Regional Council and Pick N Pay, which resulted in improved ethical conduct in practice. Participants emphasized that the culture of these organisations fostered transparency, collaboration, and open communication, which in turn facilitated the development of more ethical behaviour, including honesty and fairness in decision-making.

However, in organisations such as Chinese stores, where the emphasis was on financial success rather than ethics, unscrupulous behaviour (such as poor working conditions or exploitation) were observed. These observations are consistent with Kaptein's (2011) findings, which indicate that employees may perceive unethical behaviour as justifiable if it is advantageous to them or the organisation in the absence of a robust ethical culture. This relationship was also corroborated by the Ministry of Finance and Ministry of Fisheries. Employees were considerably more inclined to execute ethical conduct when policies and consistent training were implemented.

This corroborates Yaghoubi et al. (2022)'s assertion that ethical behaviour is directly influenced by organisational culture, as evidenced by policies and values. Consequently, the evidence suggests a substantial correlation between ethical behaviour and a robust organisational culture. The organisational culture in which employees operate has a profound impact on ethical behaviour, which is not solely a result of individual choice.

In terms of qualitative responses, the findings of the research showed that individuals' aspirations to conduct morally in the workplace are much influenced by their organisational culture. The results underlined how much employees' ethical behaviour is shaped by the attitude of their superiors. Management creates a basis that encourages staff members to follow moral standards when it shows openness, responsibility, and honesty. Constant practice of what one advises helps to create a society in which ethics are accepted rather than only enforced.

Guiding ethical aspirations also depends much on organisational values such customer focus, responsibility, and teamwork. Clear, enforceable policies consistent with these values foster an environment in which staff members are urged to behave ethically. On the other hand, individuals' ethical intents often become individualistic rather than organisational driven in companies where the culture values profit over justice or if ethical behaviour is not specifically addressed. This emphasizes the need of including ethical issues into the main values and daily activities of the company. The study also showed that employees' dedication to moral behaviour is much improved by open communication and mutual respect inside the company. Employees that feel appreciated are more inclined to match their behaviour with the ethical standards of the company. Encouragement of diversity and communication helps workers make moral decisions since they feel supported and understood in such surroundings.

Conversely, too bureaucratic or restrictive cultures may stifle moral goals. Too much focus on regulations without an open or encouraging environment could lead to a gulf between policy and reality. Workers in such environments may view ethical behaviour as a duty rather than a shared organisational ideal, which would cause conflicts in their behaviour. The study emphasises generally how employees' ethical intentions are better when a strong organisational culture marked by responsibility, openness, and mutual respect exists. On the other hand, ethical decision-making might be hampered by a lack of attention on ethics or an overindulgence in inflexible rules without showing moral leadership. These results underline the significance of companies developing a culture in which ethics are not only precisely defined but also actively promoted and reinforced at all levels.

### **Relationship between ethical behaviour and organisational image**

**Research Question:** *How do you think employees' ethical behaviour impacts the overall image of your organisation?*

It was underlined, on the basis of the responses that were received from the focus groups, that the ethical behaviour of employees has a considerable influence in determining the public image of a business. There were a number of people from the Zambezi Regional Council and Pick n Pay who felt that their ethical behaviour had a direct effect on how the general public saw their respective organisations. These individuals were given the opportunity to express their opinions. On the other hand, it was believed that behaviour that adhered to ethical standards was necessary in order to build trust and a positive reputation, particularly in the context of delivering customer service, being transparent, and being fair.

The findings of the research, which imply that ethical behaviour adds to the strengthening of an organization's credibility and reputation (Kaptein, 2011), demonstrate that this is consistent with the conclusions that were obtained from the research. When workers consistently act in a manner that is consistent with ethical standards, the organisation enjoys the benefits of increased trust from consumers, stakeholders, and the community as a whole from those individuals.

In the case of Pick n Pay, for example, employees believed that the ethical behaviour they exhibited while engaging with consumers had a major impact on the positive image that the company projected to the public. On the other hand, a number of private companies, particularly those that are controlled by Chinese individuals, have admitted that unethical activity, such as manipulating prices or treating personnel in an unfair manner, has caused damage to the reputation of their organisation. This is particularly true for companies that they have admitted to having engaged in. In accordance with the perspectives presented by Brown and Treviño (2006), the findings that have been presented here are in agreement.

They claim that unethical behaviour within an organisation can have a detrimental effect on the organization's reputation, whereas ethical behaviour within an organisation has the potential to improve the organization's image. According to the responses, ethical behaviour is a significant component in determining how an organisation is seen by stakeholders found outside of the organisation. This underlines how important it is to cultivate a culture of ethics within the business in order to maintain a positive image for the organisation.

Similar the finding from the focus group, also shows that organisational culture greatly affects actual ethical behaviour among employees; the degree and kind of this influence differ depending on the organisational environment.

One important component is the way management and leadership help to create and preserve an ethical culture. Teams or departments with ethical and supportive supervisors typically see less ethical violations since their leaders' behaviour inspires their staff members. Leaders by example help staff members to be accountable and motivate them to follow moral standards. Team oriented environments seem to promote ethical behaviour by pushing peer responsibility. Employees who support and help one another are more likely to collectively handle ethical issues and uphold good standards of behaviour. Conversely, in settings where ethical behaviour is not specifically encouraged or rewarded, staff members may turn to short cuts, give efficiency or profit first priority above moral considerations.

The results also underlined how differently organisational culture affects ethical behaviour. In some environments, ethical behaviour is firmly ingrained in daily activities and usually depends on mutual respect and personal trust. Still, the lack of solid processes and mechanisms to promote ethics can compromise consistent ethical behaviour even in such surroundings, therefore rendering the culture inadequate on its own.

Fascinatingly, organisations with less cultural ethical enforcement of norms depend more on personal ideals. Under these circumstances, staff members sometimes copy the actions of people in power, such business owners, which might lead to different ethical standards depending on the model set. On the other hand, companies with well-defined, well-communicated rules consistent with ethical values show more respect of ethical behaviour. Employees are more likely to internalize and show moral behaviour when they can clearly link their behaviour with the organisational principles.

Vem et al. (2024) study found that ethical culture positively affects ethical behaviour and reduces unethical practices, while ethical leadership plays a central role in reinforcing these cultural expectations. In addition, research integrating ethical climate and moral identity shows that a strong ethical culture not only directly affects ethical actions but also moderates how employees perceive and act on moral norms; weaker shared agreement on ethical culture diminishes this influence (Abbas & Dogan, 2022; Nguyen et al., 2022). This aligns with the present findings that organisational culture's effect on behaviour is contingent on the strength and consistency of shared ethical norms, rather than culture existing in name only.

### **Relationship between ethical commitment and organisational image**

**Research Question: *To what extent do you believe employees' ethical commitment influences the public perception of your organisation?***

The results indicate that the public's perception of the organisation is substantially influenced by the ethical commitment of its employees. Participants observed that the organization's image improved as the public recognized their adherence to ethical standards in organisations where employees were highly committed to ethical principles, such as the Ministry of Finance and the Zambezi Regional Council. In these instances, the organization's credibility and trustworthiness were associated with ethical commitment.

In contrast, public perception was less favourable in instances where ethical commitment was less pronounced, such as in certain private businesses. Negative perceptions regarding the organization's values and integrity were frequently the result of employees' lack of dedication to ethical behaviour. This is consistent with the research conducted by Weaver and Treviño (1999),

who discovered that employee ethical commitment is enhanced when organisations consistently prioritize ethical values, resulting in an enhanced organisational reputation.

The qualitative result also shows that; the general impression of a company is much influenced by the moral behaviour of employees. Direct influence of ethical behaviour on public view, confidence, and organisational reputation is evident. Employees that behave ethically, honestly, and fairly help to create a good organisational image, therefore strengthening confidence among stakeholders, consumers, staff, and the larger society.

Studies indicate that when organisational culture integrates ethics into core practices, employee behaviour reflects these values publicly, enhancing stakeholder trust and organisational reputation (Yaghoubi et al., 2022; Serang et al., 2024). Ethical leadership, for example, was found to strengthen organisational culture and reduce unethical behaviour, indirectly supporting positive external perceptions.

Companies that give ethical behaviour top priority establish settings in which contacts with customers, clients, and community members are marked by respect and responsibility. This therefore improves public confidence and helps the organisation to develop its reputation. Organisations pointed out, for example, that treating clients and community members ethically results in better impressions and supports professionalism and dependability. On the other hand, employee unethical behaviour can seriously damage the reputation of a company. Negative behaviour like dishonesty or unfair practices are sometimes ascribed not on the individual employee but on the company as a whole. This collective judgement can destroy the goodwill accumulated over years of effort and sour public confidence.

The study underlined how even one unethical behaviour could eclipse constant attempts towards preserving a good name. The findings of this study corroborate recent empirical evidence showing that organisational culture particularly ethical culture shaped by leadership norms and values significantly influences employees' ethical behaviour. Moreover, research on organisational citizenship behaviour and commitment shows that ethical leadership significantly influences employee commitment and discretionary behaviour, which likely enhance public perception (Silva et al., 2023). Although this study focused on ethical behaviour rather than CSR specifically, the mechanism is similar: employees committed to ethical conduct become informal ambassadors of organisational values.

Maintaining credibility for organisations like government ministries depends on ethical behaviour, especially in fields including financial transactions or regulatory compliance. Employee activities with integrity help to build stakeholder confidence and support the validity of the company. Businesses and companies functioning in competitive surroundings also underlined how ethical behaviour defines their reputation. Indices of the organization's dedication to ethical standards are open and fair behaviour including licensing procedures or pricing policies. Additionally, research on employee perceptions of corporate social responsibility underscores that when employees see their organisation as ethically responsible, this bolsters affective commitment and organisational identification (Rai & Koodamara, 2025). Strong affective commitment is linked with positive external reputation because employees who identify with organisations are more likely to act in ways that enhance public credibility.

In the end, the research emphasizes the important part moral behaviour contributes to define the organisational image. Workers represent the face of the company and their behaviour immediately reflects its principles. While lapses could have long-lasting negative consequences,

consistently ethical behaviour helps to build a good reputation. This emphasizes the requirement of companies developing an ethical culture so that every staff member reflects and embodies the values sustaining the reputation of the company.

### **Findings of section two, three and four.**

Under this section, participant was tasked to indicate the level of understanding by ranking the answers based on their understanding of each question under this section. Participants were asked to describe how they feel about their organisational culture and indicate if they strongly agree, agree, neither agree, disagree, and strongly disagree: the results illustrated that under section two, 44% of the participants responded they strongly agree with the listed factors which affect the organisation. Meanwhile, 34% of the respondents have indicated that they agree, and the remaining 10% and 9% respectively disagree with the statement.

The majority of the participants have indicated that consultation with the employees is something that needs to be addressed because the majority of participants have indicated that there is no consultation, and employees are only told what to do in their workplace. Therefore, based on the results, most companies make improvements on the issue of consultations as ideas need to be shared among others and build a strong organisational culture that should move forward.

In most government offices of Namibia, employees who performs better are not being rewarded for being the best performers within the ministry which is not a good motive to encourage full participation in the workplace. Meanwhile other organisations they give rewards in a form of promotions which is a better strategy to encourage or motivate others to follow the same suit.

Information sharing within an organisation is one of the critical question which was asked in the research question, based on the information which was provided by the responded is an

indication that each and every organisation need to have proper information sharing system that should ensure mass flow of information is carried out in the organisation. Therefore, the majority of the participants are in favour of having information sharing within the organisation.

Consistency in the working environment was one of the question in the research questionnaire, it is important all employees of the organisation should master the core values of their organisation, achieving the goal of an organisation requires one to the core values of the employees. The result can also tell that employees have indicated that they strongly agree to the question. Employees who are not aware of their core values of their organisation do not perform according to their expectations.

An instrument called 5-point Likert scale questionnaire which included questions of demographics with other five (5) sections was administered to 350 participants. A self-administered questionnaire was distributed via face-face to all interested employees who signed the consent forms (Sara, 2017). An analysis called SPSS was used to evaluate or analysis and calculate the internal reliability of the items in quantitative appliance. Pearson Product Moment Correlation (PPMC) was employed to determine the major connection between variables and the data was displayed in tables.

In the same vein the other question which was asked was on the code of ethics expected from the employees, in most cases some of the employees are not aware of their code of ethics because their organisation did not provide them with any of the code of ethics. Therefore, as organisation it is very important that each and every employee during the time of their new appointment to the organisation they should be given their code of ethics to ensure that they adhere to the rules of the organisation.

Problem solving within their organisation, every organisation has ways of solving their problems and many participants based on their responses they have indicated that the majority of participants they strongly believe that their organisation have ways of solving their problem in their working environment. This is an indication that many organisations have strong human resource department that helps to solve staff issues. An organisation with a lot of problems is an indication that they do not care much about their employees, therefore Namibia have shown that they care much about their employees at large.

When it comes to adaptability or bring about environmental change, the participants have indicated that their organisation support the instrument of organisational change, based on my observation most of the in Namibia they want to bring changes to their organisations because they are competing at a global market that require more changes in order to compete at international level. Any organisation that would reject change is unable to compete at an international level therefore, Namibian organisation based on the results extracted from the research shows that they fully understand the meaning of environmental change in full.

Changes cannot happen if there is no response from the employers, based on the statistics which was collected in many cases the organisation does provide 50% of the complains received from the employees with feedback, not all complains are valid some of which helped to drive the organisation to a better way or through to development. Communication through providing feedback also motivates the employees to tackle issues that can assist the organisation to move forward.

Every organisation that is competing at a global market need to have risk-takers; the employees such as managers, supervisors and other staff members have indicated that they need

to have risk-takers in order to move the organisation forward. Making mistakes is an indication of learning; if you don't make mistakes is an indication that you don't learn. Risk-takers to employees who move the organisation and based on the findings the participants have shown that 90% of them are risk-takers in their organisation and they are not afraid to make mistakes and they are willing to learn from their mistakes.

Even though a few of them have indicated that they don't go for risk-takers, with the intention that if they make mistakes, they are afraid that they might be fired or dismissed from their work. Furthermore, the research question consisted of questions like the mission of the organisation, a strong and clear mission of any organisation helps the employees to have a clear picture of the aims and objectives of the organisation. The participants showed that their organisation has a strong and clear mission, which is very easy for any employee to understand on their own.

Section three of the questionnaire focused mostly on the ethical intention and ethical behaviour of employees. The participants were asked to use only one number from each question. Based on the information that was given in the table, the results indicate that 60% of the respondents believe that ethical intentions made by the employees, such use of company resources for personal gains, are done with the knowledge of the employees. Meanwhile, 40% of the participants indicated the ethical behaviours of employees such as assisting in exchange for privileged dealing, is conduct of ethical behaviours which are not accepted by any organisation.

Section four of the research questionnaire requires each participant to select or cycle only one answer depending on how they feel about the question. The results indicate that 35% of the participant they strongly agree that every organisation should have an organisational plan, policies

and find ways of solving their issues within their organisation, while 25% of the participant they disagree with the statement, and 35% of the responded they neither agree or disagree with the statement and only 3% who disagree and 2% of the responded they strongly disagree.

The study investigated the relationship between the variables and also established how the variables affect the performance of the organisations. The following were the objectives of the research:

1. To examine the influence of organisational culture on employees' actual ethical behaviour within the organisation.
2. To analyse how employees' ethical behaviour affects the overall organisational image.
3. To assess the extent to which employees' ethical commitment influences public perception of the organisation.

### **Findings on qualitative.**

The result from qualitative approach has yielded a significant result which are very valuable into different organizations and how the working environment can be can improved to have a more ethical working environment. This research has some case studies, semi-structured including thematic analysis which has a strong role on organizational culture and ethical behaviour of employees. Studies has shown that key findings from qualitative research on organizational culture and ethical behaviour of employees.

A study that was carried out in Ghana has reviewed that an organization that focus on specific individual's culture of are more likely to have positive organizational culture that will promote an ethical behaviour which are of good standard. The type of leadership and communications are virtual in any organization because they tend to sharpen ethical behaviour that will model the leaders to practice ethical standards within their working environment. Research in

Ghana further reviewed that leaders who maintain transparent in their working environment will always encourage employees to have open communication.

Poor leadership in the working environment and poor communication among employees will always lead unethical v among employees. Previous research has reviewed that it is very important to cover all the shared norms, values including aristocrat behaviour because it plays a key role in influencing decision which are very ethical (Rai & Koodamara, 2025).

Training among leaders and the employees are aspect that was mentioned by other researchers because it significantly impacts on how employees behave towards each other, at the sometime it is very important for organizations when developing their organizational culture to ensure that they include the external culture in order to include factors like religiosity and value based and this will further increase or enhance on improving the ethical standard of the employees.

A study in Nigeria has reviewed that employees who are working in private organization which are having a strong organizational culture are more capable to have their to ethical standards that are in line with the organizational policies. As a result of strong organizational culture such private sectors are capable of producing higher quality employees who are able to deliver quality work and good performance.

Research which was conducted in Vietnam has reviewed that in other situations decisions which some of the organizations take are more likely to affect ethical judgement and intentions. For the organizations that aims to promote ethical behaviour it is very important that they communication which are very clear to understand. Leaders are encouraged to amplify their ethical conduct and ensure that the working environment should able to promote a culture of open communication and proper channel for to provide feedback to both the employees and the stakeholder. Organizations should look at fostering a strong collaboration when it comes to the

shared values and employees should feel that they should be a strong integration that should involve training on ethical standard required by the organization (Vem, 2023).

By aligning the above mentioned finding it will help many organizations to improve on their organizational culture as well as the ethical principles that will help organization to cultivate a working environment which is very ethical and in the end it will lead to improved performance by the employees and together with improved performance to the side of the organization.

### **Reliability**

By reliability in research, we refer to stability and the solidity of a measurement tool or tool over time. With reliability, we measure the reliable instrument that revenues the same results under reliable conditions. Reliability in research is very crucial because it ensures that the data which is collected by the researcher is very faithful and, in any circumstance, can be used by future researchers.

### **Assurance of reliability in research**

To ensure that the research is reliable, the researcher must look at or consider the following elements. Standardize procedures, the researcher ensured that during the data collection, the methods used for the collection of data were consistent during the period of data and the participants were all familiar with the tools which were provided to them. Pilot testing, with the assistance of my colleagues, lectures from the university of Namibia and the office of the research department in Namibia, a tool or an instrument for data collection was tested to ensure it does not have any issues to both the participants and the researcher even during the process data processing and evaluations.

In doing this, it will help the researcher to ensure that the research has gone to the level of ensuring that the instrument together with the procedures are consistent and it will prove that the research has the necessary requirement to produce or yield quality findings. Internal consistency reliability was assessed using Cronbach's alpha, and only scales that met acceptable reliability thresholds were retained for analysis. Construct validity was further supported by aligning survey items with established measures of organisational culture and ethical behaviour identified in the literature. For the qualitative component, trustworthiness was ensured through multiple procedural strategies.

Systematic coding was conducted in stages, beginning with initial coding followed by focused coding and theme development. To enhance credibility and reduce researcher bias, coding checks were applied by revisiting the data iteratively and comparing codes across transcripts to ensure consistency. An audit trail was maintained, documenting analytical decisions, code definitions, and theme refinement. Triangulation was achieved by integrating quantitative and qualitative findings, allowing patterns identified in the survey data to be examined and explained through interview responses. This cross-validation strengthened the credibility of the findings by confirming consistency across data sources. Thick descriptions and illustrative quotations were used in the qualitative analysis to enhance transferability by enabling readers to assess the applicability of the findings to similar contexts.

## **Validity**

The researcher needs to test or confirm that their research has accurate measures that will ensure that the findings of the study are very much credible and applicable to the research under study. Validity

will also measure that the research does not only measure the finding of the research but it also addresses the issue of interpretations of findings in the research.

The types of validity that was done under this research it includes the following: constructive validity, the researcher assessed the tool truly by ensuring that the research intended to measure his questionnaire as a tool for collecting data, therefore the researcher will test questionnaire to assess depression and ensure that questions in the questionnaire they do reflect the true characteristic of the research topic under study.

It is very important that the researchers take consideration the following aspect during validation of the research, the researcher must ensure that the variables that are applicable in the research are clearly defined to ensure that there is accurate measurement of the findings. The researcher has taken into consideration aspect of bias in the research by ensuring that there was a random assignment that has to deal with internal validity. The researcher has identified specialist from the university of Namibia who are specialized in the field of research including the experienced research Dr Kennedy Mabuku to help in identifying potential validity issues in the research.

### **Trustworthiness**

In every research, trustworthiness is a very critical part that will ensure that there is both credibility, reliability, and applicability during the findings of the research. Trustworthiness in research serves as a complementary tool that can be used to validate the reliability of research on quantitative research. To ensure that there is trustworthiness, the researchers must ensure that there is confirmability in his or her research by ensuring that the findings in the research are shaped by participants' data and not with bias of the researcher. The researcher ensured that he maintained self-reflection knowledge to be able to mitigate any availability of personal biases in the research.

The researcher made sure that he used triangulation the use of multiple data, sources or other researchers to cross-examine the findings of the research and be able to produce a more comprehensive understanding of the research. The researcher did what we call peer debriefing by engaging with other colleagues who are experts in the field of research, more help was given by my supervisor.

The above strategies were applied to ensure that the researcher enhanced the trustworthiness of the research in terms of qualitative and quantitative by ensuring that the findings are very much credible and reliable to anyone who will read the research even in future.

### **Chapter summary**

Under this section, a summary of the research findings on the current study were guided by the research question and in line with the research objectives as outlined in the previous chapter. The findings of the research were based on the research questionnaire that was distributed to the participant, therefore the results of the research are discussed or analysed under this section.

The demographic part of the research questionnaire illustrated that most of the participants did understand the research topic of this study. Therefore, is an illustration that the outcome of the result on each section of the research questionnaire reflected the true objective of this research (Sarah, 2018). The result of this study was compared with the results of other researchers with same research topic with the assistance of other research theories (Charles, 2014).

On the part of the demographic of the research questionnaire, the responded were examined on the basis of age, gender, work experience, level of education and marital status. The findings show that they are more male who have participated in this research compared to women in a ratio of 190-160 of gender respectively. The result of this research as provided by the responded it served as an

indication that there was no partiality in this research or affronting of results. Study reviewed that most of the participants were from the government ministries when compared to private organisations like the supermarkets and other Chinese shops within Zambezi region.

Private organisations such as supermarkets and other Chinese shops they have opted to employ people with less qualification such as grade 10 and 12 certificates, therefore this did not limit the expectation of the results as both of them are able to read and write. There was good interpersonal relationship between the employee and the researcher because the researcher did not experience difficulties in terms of completing the questionnaire as all the participants could understand the base of the questions including the language used in the research paper. Majority of the participants who took part in this research have diplomas as their qualification which made them to understand the whole research.

In summary of the hypothesis between the variables that exist between the different organisation in terms of their performances and how their strategies affect their operations (Frederic, 2014). The role of organisational culture in any organisation should be tested together with the variables. The relationship together with the type of variables and the hypothesis which were presented was tested based on their type of leadership style an organisation chooses to use (Kenneth, 2014). As researchers it is very important that all the type of relationship that exist between the variables should be sufficient enough in order to create a direct relationship. Therefore, the discussion on the recommendations and conclusion of the findings will be discussed in chapter five of this research.

One of the researcher (smith, 2015) suggested that for a research to yield good results, it must have bundles of trustworthiness that should have plenty of confidence in terms of data

collected from the participants. It is the responsibility of the researcher to ensure that there is quality trust in his research (cliff, 2018). It is very important that researcher must build confidence in the study in order to agree with the research findings, because it will help future researchers to depend mostly on the findings that can help in terms of further studies in the same field of study (Bernard, 2018).

It is very important that the researcher must be able to measure or validate the steadiness and dependability of the research findings or results (Lucia, 2014). In order to achieve dependability in research, the researcher must ensure that he uses some good practice methods when it comes to data collection, analysis and data interpretation in any research. In the vein of information, the researcher must use different parameters in order to solidify the dependability of clear and satisfactory information in Namibia. According to the researchers Joseph & Peter (2018) they suggested that to ensure that there is proper documentation it is the responsibility of the researcher to ensure that there is proper audit during or after the research process.

Based on the data and on the bases of understanding on working experience, the unprincipled conduct which occurs among employees are principled intention (Lucia, 2016). In terms of positions, various participants were mixed coming from different positions with an intention to get more results.

Under section two to five of the research questionnaire the Members were asked to designate how they feel about their organizational culture and they must indicate if they strongly agree, agree, neither agree, disagree, strongly disagree to research question.

The bulk of the partakes have specified that consultation with the employees is something that needs to be spoken because the mainstream of contributes have indicated that there is no consultation and employees are only articulated what to do in their workstation (Charlie, 2021).

In furthestmost administration offices of Namibia specifically the employees who achieves better are not being remunerated for being the best performers within the ministry which is not a good motive to inspire full contribution in the workstation (Frankie, 2014).

Consistency in the operational environment was one of the question, it is important that all workers of the organization should major the essential values of their association, accomplishing the goal of an institute requires one to the core values of the workers. Any organization that would discard variation is unable to contest at a collective level therefore, Namibian associations based on the results extracted from the research shows that they fully comprehend the meaning of ecofriendly variation. Changes does not happen if we don't respect the complains and request of the employees, and furthermore research has reviewed that 65% of the organizations does not attend to the complains of their employees (Martin, 2017). Communication in a form of feedback will always motivate employees because they feel to be loved by their employers and this makes the organizations to interchange onward (Willbroad, 2019). The research will determine the relationship between the two variables in order to establish how it affect the performance of the organization

Therefore, dependability of the research should ensure the research process is not affected. The aim of the researcher in forming a triangulation was to achieve excellent results both for the current study and future researchers (Helen, 2015). The data was collected from different participants with respect of different intervals of time and dates, but within a specified time frame. The researcher used various sources of data, some of which are individuals who both work in private organisations and some in government ministries. The researcher's aim in this study is to find ways to achieve dependability in the research study, therefore, the researcher used a qualitative approach in nature. From the start of the research, the researcher was more consistent and used

reliable tools to achieve more results. A confirmation was made by the researcher about residuals and the constant in variables (Mike, 2014). Besides multi-collinearity within the variables, the researcher has confirmed that the values of the residuals are independent from one another. The confirmation was made using a Durbin-Watson statistic this implies that there is no significant deviation in the variables. The researcher made a considerable reason that there was no bias in the research which can cause or influence the entire research (Mowa, 2016). Most of the employees have good understanding of the impact of organisational culture and ethical behaviours to the organisation.

## **CHAPTER 5: A FRAMEWORK FOR ORGANISATIONAL CULTURE AND ETHICAL BEHAVIOUR IN THE ZAMBEZI REGION**

### **Introduction**

The purpose of this chapter is to propose a framework that has been developed to address the interaction that exists between ethical behaviour and organisational culture within the Zambezi Region. The framework, which is abbreviated as OCEBF (Organisational Culture and Ethical Behaviour Framework), blends the findings of empirical research with theoretical perspectives to improve ethical practices in organisational contexts. It is in this chapter that the components of the framework, the assumptions that support it, the process of its development, and the contextual application of the framework are discussed in greater detail. In addition to this, the chapter provides advice to support the acceptance and implementation of this framework, as well as examines the motivation behind the creation of this framework.

The framework was not imposed a priori but constructed inductively from the study's empirical findings. Survey data established relationships and patterns, while qualitative findings explained the mechanisms and contextual factors underlying those patterns. Together, these results informed a framework that reflects the lived organisational realities of employees in the Zambezi Region and provides a grounded basis for understanding and strengthening the relationship between organizational culture and ethical behaviour.

### **Framework contextualised**

Mabuku (2023) defines a framework as a collection of components or aspects that are informed by empirical study or real-life experiences and that, when used, aim to effectively handle specific problems. A framework is a system that is used to solve problems. Within the scope of this

investigation, the OCEB framework incorporates individualized components that are established to promote ethical practices and a constructive organisational culture in the Zambezi Region. According to the previous study, frameworks are associated with organized systems that consist of basic components and principles that guide their evolution and implementation (Macaulay, 2004).

This definition is consistent with that research. The OCEB framework is required because of the unique issues that are prominent in the Zambezi Region. These challenges include the existence of a wide variety of cultural norms, discrepancies in governance practices, and the prevalence of unethical behaviour in certain organisational settings. The outcomes of this study revealed that there is a lack of commitment to ethical standards and fragmented organisational cultures, both of which hinder the effectiveness of operations and the trust of stakeholders. Furthermore, the research on organisational ethics suggests that places that are characterized by cultural and institutional variety frequently face compounded ethical difficulties, which calls for particular responses.

Through the process of addressing these particular difficulties, the OCEB framework offers structured answers that are informed by the findings of the empirical study and the relevant literature. This ensures that the framework is both applicable and contextually relevant. In order to encourage sustainable ethical practices that are suited to the one-of-a-kind sociocultural landscape of the Zambezi Region, the framework strives to bridge the gap between ethical ideals and practical application. The objective of the OCEB framework is to provide structured solutions to address difficulties that arise as a result of inadequate adherence to ethical standards and poorly aligned organisational cultures. The findings from the empirical study and the relevant literature are used

to inform its components, which ensures that they are applicable and relevant to the context in which they are applicable.

### **Guidelines for formulating the framework**

The development of the OCEB framework followed Maluku's (2023) recommended guidelines for doctoral research framework formulation. These guidelines are:

#### **Conduct an Extensive Literature Review**

A thorough review of existing frameworks and studies on organisational culture and ethical behaviour was conducted. This review provided foundational knowledge and identified gaps that the OCEB framework addresses. According to Mabuku (2023), it is essential to carry out a comprehensive literature assessment to establish a strong theoretical foundation for any study framework. In the context of this investigation, the literature evaluation played a crucial role in determining the current gaps in our understanding of how organisational culture promotes ethical behaviour, notably in the Zambezi Region.

To determine what has already been established in the field and identifying areas in which additional study is required, the review of relevant frameworks and studies on organisational culture and ethical behaviour was of great assistance. Following Mabuku (2023), doing a comprehensive literature review is an essential stage in the process of ensuring that the research framework fills in any gaps in knowledge and expands upon what is already known. Because of this, the study was able to adapt theoretical concepts to the specific socio-cultural setting of the Zambezi Region, which is characterized by the possibility of organisational practices that are

distinct from those that have been investigated in other contexts. This was an especially important aspect of the study.

### **Contextualise the Framework**

The OCEB framework is specifically tailored to address ethical challenges within organisations in the Zambezi Region, ensuring its relevance and applicability to the study's objectives. This study sought to ensure that the OCEB framework fit the organisational and cultural characteristics of the Zambezi Region. This was achieved by applying the Mabuku (2023: contextualizing the framework) guideline. Mabuku (2023) underlines the requirement of modifying any framework to fit the specific setting it is being used in. This is so because organisational systems and cultural standards vary throughout countries.

In the case of the Zambezi Region, where indigenous customs, respect of hierarchy, and communal values all influence decision-making, the OCEB framework was quite essential to consider these cultural features. This helped the researcher to make sure the framework included the ethical challenges local businesses are facing. This made the framework relevant and executable for the local community's members. Mabuku (2023) claims that the context of a framework guarantees that it will be practically useful and relevant to the audience the framework is meant to be addressed. The research paid great attention to this crucial element.

### **Identify Components or Elements**

The framework components were systematically identified and validated through empirical findings and theoretical insights. These components form the core structure of the OCEB framework. In the process of building the OCEB framework, one of the most essential processes

was getting at the third guideline, which involves determining the components or elements that make up the framework.

This was one of the most important steps. On the other hand, Mabuku (2023) emphasises that these components need to be both theoretically informed and empirically evaluated in order to guarantee that they are in agreement with the real-world setting of the phenomenon that is being examined. It was discovered during the course of this inquiry that characteristics such as trust, community-oriented decision-making, and respect for authority are vital to appreciating the connection that exists between organisational culture and ethical behaviour in the Zambezi Region. This was the conclusion that was reached.

The validation of these components involved the collection of empirical data from employees and organisational leaders in the region. This data served as the basis for the validation. According to Mabuku (2023), it is essential to have a methodical identification and validation strategy to guarantee that the framework appropriately reflects the particular cultural and organisational characteristics of the population that is being examined. This is because the framework is intended to facilitate the investigation of the population.

### **Define Framework Assumptions**

The assumptions underpinning the OCEB framework were explicitly stated to distinguish it from existing frameworks and to provide clarity on its scope and application. The research laid out in great detail the underlying assumptions that supported the OCEB architecture. The focus on determining framework assumptions was followed by Mabuku (2023). According to Mabuku (2023), these assumptions define the scope and bounds of the framework, setting it apart from similar frameworks. One of the most essential hypotheses made for this study was that communal and collective

values mostly impact organisational culture in the Zambezi Region. This, in turn, might have an immediate and direct effect on ethical behaviour. It was based on this notion that the framework could be tailored to the unique cultural context of the area. When researchers clearly and concisely state their assumptions, they are able to recognize the limitations of their framework and make the cultural and organisational factors that impact ethical behaviour evident (Mabuku, 2023).

### **Name the Framework**

The framework's name, Organisational Culture and Ethical Behaviour (OCEB), reflects its focus and the primary concepts explored in this study. In conclusion, it is important to note that the OCEB framework was suitably titled by Mabuku's (2023) advice for naming the framework. This was done in order to highlight the primary emphasis that the framework has on ethical behaviour and organisational culture. It is the contention of Mabuku (2023) that the name of a framework ought to be capable of encapsulating its key notions in a condensed form, so providing both clarity and guidance for the practical use of the framework. The phrase "Organisational Culture and Ethical Behaviour" is what "OCEB" stands for when it serves as an abbreviation.

Mabuku (2023) argues that the name of a framework should succinctly capture its core themes, providing both clarity and direction for its use. The name Organisational Culture and Ethical Behaviour (OCEB) was chosen for its straightforward reflection of the two primary concepts explored in the study. By naming the framework in this manner, the study ensured that its purpose and focus were immediately clear to both academic audiences and practitioners in the region. According to Mabuku (2023), a well-chosen name helps to communicate the framework's relevance and facilitates its adoption and implementation in practice.

## **Motivation for the OCEB framework**

Organisations in the Zambezi Region, much like many others all around the world, are continually managing the intricacies of cultural influences, governance systems, and ethical problems. Additionally, this is true for many other organisations. The one-of-a-kind requirement to address the dynamic relationship that exists between ethical behaviour and organisational culture, in particular in this region, served as the impetus for the development of the OCEB framework. The organisational landscape of the Zambezi Region is characterized by a variety of cultural traditions, governance practices, and socio-economic elements that impact how ethical behaviour is viewed and implemented inside their respective organisations. Within the context of this discussion, the objective of the OCEB framework is to work towards bridging these cultural and ethical gaps and promoting a more integrated approach to organisational ethics. The OCEB framework was motivated by a number of important elements, including the following:

### **Bridge Gaps between Organisational Practices and Ethical Standards**

Closing the gap that exists between the practices of organisations and the ethical standards that have been set is one of the primary reasons why the OCEB framework was developed. There is frequently a discrepancy between the cultural values that are ingrained within the organisation and the ethical standards that are expected in the workplace in many of the organisations that are located in the Zambezi Region. Nepotism and patronage are two examples of activities that may be considered socially acceptable in some cultural contexts. On the other hand, international ethical frameworks place a higher priority on merit-based systems and equitable opportunities (Fleming & Lathrop, 2020).

The existence of this gap can result in ethical conundrums, uncertainty among personnel, and inconsistency in the process of making ethical decisions. By explicitly outlining ethical principles within the context of the Zambezi Region's culture, the OCEB framework offers a structured way to aligning organisational culture with global ethical standards. This is accomplished through the framework's provision of structured approaches. By aligning their activities with the ethical expectations of both local and global stakeholders, organisations can assist in closing the gap that exists between their actions and those expectations.

It has been brought to light by recent research, such as that conducted by Chia et al. (2023), that organisations have a responsibility to ensure that their internal culture does not encourage unethical behaviour. This is particularly important in situations when cultural values and organisational norms may conflict with one another. It is the goal of the OCEB framework to address this contradiction to cultivate an organisational culture in the area that is more accountable, transparent, and ethically aligned.

### **Promote a Culture of Integrity and Accountability**

The OCEB framework was developed to foster a culture of integrity and responsibility within organisations, which is another key motivator for its creation. According to Akinbo and Iwu (2022), ethical lapses are frequently overlooked or neglected in many organisations, particularly in developing regions. This results in a decline in the integrity of the organisation if it is not addressed. It is possible for this lack of responsibility to lead to instances of corruption, inefficiency, and low morale among employees. The objective of the OCEB framework is to develop a culture of integrity by giving unambiguous norms for ethical behaviour that are deeply anchored in the cultural context of the local community. A transition from merely complying with

external standards to an internalized feeling of ethical duty among employees at all levels of the organisation is encouraged as a result of this.

When it comes to fostering integrity, one of the most important aspects is making sure that unethical behaviour is addressed and that ethical behaviour is regularly rewarded. The findings of recent research conducted by Giacalone and colleagues (2022) highlight the significance of the role that organisational leaders play in building ethical culture. They do this by serving as a model for ethical behaviour and by holding individuals accountable for their actions. It is the responsibility of the OCEB framework to encourage leadership within organisations in the Zambezi Region to be proactive in setting an example and to create an atmosphere in which integrity is not only demanded but also rewarded.

### **Provide Actionable Strategies to Mitigate Unethical Behaviour**

There is a significant amount of worry around unethical behaviour in a variety of organisations located throughout the Zambezi Region. The OCEB framework offers effective ways to address this issue. It is possible for unethical actions to damage organisational trust and morale, which can result in negative consequences for both employees and the organisation as a whole (Olawale & Akinbo, 2022). Some examples of unethical practices include bribery, favoritism, and the exploitation of authority. The OCEB framework specifies specific tactics that can be implemented to solve these difficulties. These strategies include the construction of ethical training programs, the development of clear reporting systems, and the promotion of an atmosphere that is hospitable to someone who blows the whistle. The purpose of these tactics is to establish a system that is capable of identifying ethical violations at an early stage and taking corrective steps promptly.

The findings of research conducted by Simson and Ferrero (2023) highlight the significance of cultivating situations in which ethical issues can be discussed openly and resolved without the fear of retaliation. It is the goal of the OCEB framework to fight for a more transparent organisational structure that provides employees with the opportunity to express their concerns and participate in ethical decision-making without the fear of facing adverse consequences. The implementation of such a framework not only makes unethical behaviour less prevalent but it also fosters a culture of support in which employees feel empowered to act in an ethical manner.

### **Encourage Alignment between Organisational Values and Employee Conduct**

As a final motive for the development of the OCEB framework, the overall goal is to foster a greater alignment between the values of the organisation and the behaviour of its employees. When employees in the Zambezi Region, as well as in many other regions of the world, are confronted with the difficulty of reconciling their ethical principles with the norms and practices of the organisation for which they work, they frequently find themselves in a difficult situation. This misalignment can result in ethical dilemmas as well as a disconnection between personnel and the overarching objective of the organisation (Giacalone et al., 2022). Through the promotion of a culture in which ethical standards are not only clearly stated but also profoundly incorporated into one's day-to-day practices, the OCEB framework works towards the goal of aligning the values of the organisation with the behaviour of its employees.

Research conducted by Treviño et al. (2021) indicates that when there is a congruence between the values of an organisation and the actions of its employees, the likelihood of the organisation experiencing higher levels of employee happiness, trust, and dedication for the organisation is increased. Through the establishment of such alignment, the OCEB framework

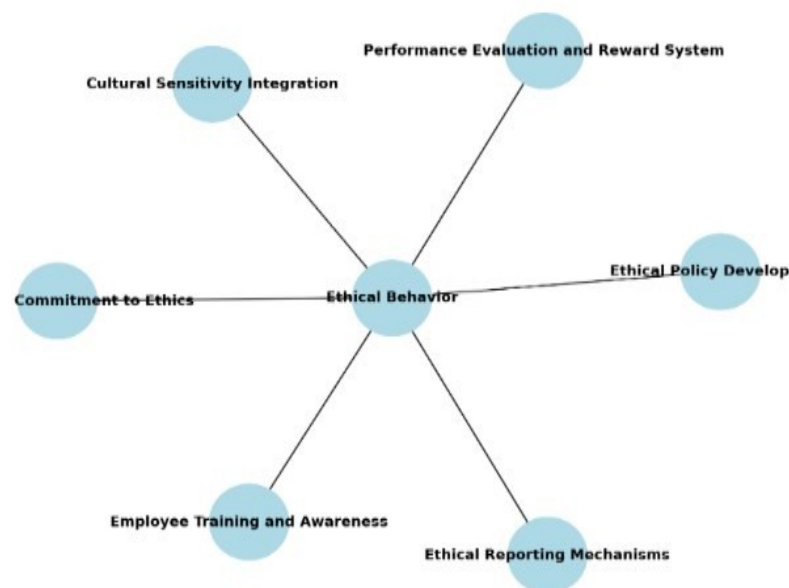
assists organizations in the Zambezi Region in cultivating a workforce that is more cohesive and ethically sound. This workforce is one in which employees not only comprehend but also embrace the ethical expectations of the organisation. This alignment is essential for the development of long-term organisational success since it increases staff engagement and decreases attrition rates that are connected with ethical unhappiness.

### Components of the OCEB framework

The OCEB framework comprises the following key components:

**Table 9:**

*OCEB Framework*



### Ethical Policy Development

The formulation of policies that are unambiguous and accurately specified serves as the cornerstone of any robust ethical framework. The organisation acts according to these policies, which serve as the guiding principles for ethical behaviour and decision-making inside the organisation. In the context of the

Zambezi Region, it is of the utmost importance that these rules not only conform to the ethical standards that are prevalent worldwide but also respect and include the cultural norms that are prevalent in the region.

This guarantees that the policies to be implemented are not only applicable but also acceptable to the local workforce. For instance, certain traditional behaviour in Zambezi, such as the exchange of gifts or the sharing of communal resources, may be interpreted differently within the framework of the organisation, and it is imperative that these activities be addressed within the ethical guidelines. Organizations have the ability to offer employees with a clear reference point by adopting a thorough ethical policy. This gives employees the ability to make decisions that are in line with the principles of the organisation while yet keeping respect for the cultural traditions of those in the region.

### **Leadership Commitment to Ethics**

There is a strong possibility that the commitment of leadership is among the most essential elements of an ethical framework. Leaders are responsible for setting the tone for the entire organisation, and the ethical culture of the workplace is directly impacted by their actions, both in terms of the decisions they make and the way they behave inside the workplace. The dedication of leaders to ethical behaviour is much more crucial in the Zambezi Region, which may have more pronounced hierarchical systems than other regions. Leaders can establish an environment that encourages employees to follow ethical values by setting an example of ethical behaviour.

This can be accomplished by making decisions that are open and honest, maintaining integrity in their activities, and consistently reinforcing ethical ideals. In addition, the commitment of a leader goes beyond simply demonstrating the behaviour that is expected of them; it also includes actively participating in the promotion of ethical behaviour. The importance of ethics should be communicated regularly by

leaders, who should also take the initiative to lead ethical initiatives and ensure that ethical policies are adhered to. This effectively demonstrated that ethics are a priority at all levels of the organisation.

### **Employee Training and Awareness**

The implementation of regular training is necessary to guarantee that all employees are not only aware of the ethical principles that are in place, but also comprehend how these policies are implemented in actual situations. Training must go beyond basic ethical principles and incorporate region-specific examples, case studies, and scenarios that represent the local organisational and cultural setting to be effective in the context of the Zambezi Region, where cultural values have a considerable impact on the ethical judgements of individuals.

Training can take the shape of workshops, seminars, or even e-learning modules; all of these forms are intended to improve employees' awareness and comprehension of ethical principles. To ensure that employees are not merely passively acquiring knowledge but rather actively internalizing the ethical principles that drive their behaviour, these training sessions ought to be intended to be engaging and participatory. Organisations can build a workforce that is well-equipped to address ethical challenges and adhere to organisational standards if they cultivate this knowledge among their human resources.

### **Ethical Reporting Mechanisms**

The provision of employees with the means to report unethical behaviour without fear of punishment is an essential component of any ethical framework that is intended to facilitate successful actions. The implementation of channels that are open, confidential, and easily available for employees to report unethical behaviour or voice concerns is the primary focus of this component. Employees may feel

unwilling to report unethical behaviour in many organisational settings, particularly in developing regions such as the Zambezi Region, due to fears about their safety or job security.

Additionally, this may be the case in many other organisational settings. For this reason, it is of the utmost importance to implement protocols that guarantee the protection of whistleblowers and ensure their anonymity. These reporting channels can take the form of hotlines, online portals, or designated ethical officials to whom employees can express their concerns. The implementation of such systems is not only essential for addressing unethical behaviour within the organisation, but also for promoting transparency and accountability among its members.

### **Cultural Sensitivity Integration**

In a location such as the Zambezi location, where people's perceptions of ethical dilemmas are shaped by a variety of ethnic groups and traditional values, cultural sensitivity is among the most important factors considered. When cultural sensitivity is included into organisational procedures, it implies acknowledging and appreciating the cultural distinctions that exist while simultaneously cultivating an ethical atmosphere that is conducive to inclusion.

In order to accomplish this, it is necessary to adapt the ethics of the organisation to the cultural norms of the region without compromising the ethical standards around the world. For instance, certain business methods that may be considered appropriate in specific cultures (for instance, informal agreements or community-based decision-making) may need to be redefined to conform to broader ethical norms. By incorporating cultural sensitivity into ethics training, policymaking, and leadership practices, organisations can guarantee that ethical behaviour is promoted in a manner that resonates with employees who come from a variety of cultural backgrounds.

## **Performance Evaluation and Reward Systems**

Establishing a connection between performance evaluations and awards and ethical behaviour is critical for the purpose of bolstering the ethical culture of the organisation. Organisations not only encourage compliance by including ethical standards into performance evaluations and rewarding employees who display ethical decision-making and behaviour, but they also foster a culture of ethics and integrity within the organisation. It is possible that rewarding ethical behaviour can have a significant impact on the reinforcement of group norms and behaviour in the Zambezi Region, which is characterized by the prevalence of communal and collective values that strongly influence individual actions. Creating an atmosphere in which ethical behaviour is not only expected but also actively rewarded is the goal of this component, which guarantees that ethical activities are recognized and valued inside the organisation. The relevance of ethical behaviour can be reinforced through the use of rewards such as promotions, financial bonuses, or recognition in organisational communications. All of these types of rewards are examples of positive reinforcement.

## **Assumptions of the OCEB framework**

The OCEB framework operates on the assumption that fostering and sustaining ethical behaviour within organisations is not the responsibility of a single actor but rather requires a coordinated and collaborative effort involving all stakeholders. This collective approach is necessary due to the interconnectedness of organisational culture and ethical challenges, particularly in dynamic and diverse contexts like the Zambezi Region.

The framework assumes that **ethical policy development** provides the foundational guidelines for behaviour, but policies alone are insufficient without **leadership commitment to**

**ethics**, where leaders model and actively promote ethical practices. **Employee training and awareness** further supports this effort by equipping employees with the knowledge and skills needed to internalize and apply ethical principles in their roles.

Additionally, it is assumed that **ethical reporting mechanisms** are essential for creating transparency and accountability, enabling employees to report unethical behaviour safely and confidentially. The framework also integrates **cultural sensitivity**, acknowledging that ethical practices must respect and adapt to the diverse cultural backgrounds of employees to ensure relevance and acceptance. Lastly, **performance evaluation and reward systems** are assumed to play a critical role in reinforcing positive behaviour by linking ethical conduct to recognition and incentives, thereby embedding ethics into the organisational fabric.

This assumption underlines that only through the integration of these components, policies, leadership, training, reporting mechanisms, cultural sensitivity, and reward systems, can organisations achieve a cohesive and enduring ethical culture. It recognizes that ethical behaviour thrives in an environment where every component reinforces the other, creating a holistic and inclusive framework.

### **Possible limitations of OCEB framework**

Although the Organisational Culture and Ethical Behaviour (OCEB) framework is a necessary tool for fostering ethical behaviour inside companies, its effective application may be hampered by many pragmatic obstacles. Often arising from firmly rooted operational standards, limited resources, and conflicting leadership commitment are these difficulties. Adapting the framework to many organisational settings and guaranteeing its long-term survival depend on the recognition and resolution of these problems.

## **Objectives against Change**

Implementing the OCEB framework is hampered in great part by opposition to change, especially in areas where traditional norms greatly affect workplace behaviour. In settings where hierarchical systems rule, for example, workers may be reluctant to challenge unethical behaviour out of concern for reprisals or alienation. In companies where unofficial rules have greater weight than official policies, staff members could also find it difficult to match their actions with the ethical guidelines described in the framework. Dealing with this opposition calls for a thorough change management plan involving regular ethical communication and safe avenues for reporting and criticism.

For example, implementing a whistle-blower policy could prove difficult for a manufacturing organisation in an area very culturally focused on seniority. Employees who denounce unethical behaviour could view it as a disrespect to authority. The company might thus implement anonymous reporting mechanisms and guarantee that top executives act ethically.

## **Restraints in Resources**

Another difficulty is resource availability, especially for ethical policy development and training. Small and medium-sized businesses (SMEs), for example, can run on tight budgets and might give operational demands top priority over ethical training. Organisations may find it difficult to offer thorough training courses or make investments in instruments like monitoring systems, which would help to properly apply the framework without enough funds. Furthermore, the lack of knowledge in creating customized ethical policies could result in general and useless rules that do not connect with staff members. A retail chain trying to apply the OCEB structure might not have the means to train every staff member. To guarantee wide access to training

materials, they could thus embrace affordable solutions as e-learning modules or alliances with ethical training institutes.

### **Dedication to leadership**

The effectiveness of the OCEB framework depends much on leaders since they define the ethical standards for the company. Still, the degree of leadership engagement will vary greatly depending on the company. Top management's inconsistent support compromises the credibility of the framework and causes staff uncertainty. Leaders in Zambezi region who neglect to set ethical standards or give other goals top priority, such as profitability may unintentionally convey that ethics are less important, therefore disengaging the framework. Instance should top officials those are mandated with the responsibility to oversee organisational operational in Zambezi region fail to regularly enforce ethical standards, any government ministry seeking to apply the present framework may suffer. Motivated higher-level employees may feel less responsible, which would lower their drive to maintain moral values. Therefore, as the framework suggest, clear performance criteria linked to ethical compliance and leadership seminars help to close this difference.

### **Changing with Organisational Contexts**

The capacity of the OCEB framework to fit the particular situation of every company in Zambezi region will determine its success. Often, a one-size-fits-all solution ignores the different difficulties experienced by different sectors and areas. Organisations in highly regulated sectors, such banking or healthcare, for example, could require stricter ethical principles than those in creative sectors, in which creativity and flexibility are stressed. Customizing the framework calls for in-depth knowledge of the operational environment, expectations of stakeholders, and cultural influences of the company within Zambezi settings. A hospital implementing the framework could have to concentrate especially on patient confidentiality and integrity in billing procedures. On

contrast, a digital start-up might give ethical issues in data privacy and intellectual property protection priority.

### **Lack of Focus on Understanding Motivations behind Unethical Behaviour**

Another limitation of the OCEB framework is its insufficient emphasis on identifying and addressing the underlying motivations that drive individuals to engage in unethical behaviour. While the framework focuses on promoting ethical behaviour through organisational culture and policies, it does not delve deeply into the psychological, social, or systemic factors that might compel employees to act unethically. Understanding these motivations is critical for designing interventions that address the root causes of unethical actions rather than merely treating the symptoms.

Employees may engage in unethical behaviour due to a variety of pressures or incentives, such as meeting unrealistic performance targets, securing financial rewards, or avoiding punitive consequences for failure. Additionally, workplace dynamics, such as toxic competition, peer influence, or unclear ethical guidelines, can create an environment where unethical behaviour seems acceptable or even necessary. Without a clear understanding of these drivers, the framework risks implementing measures that fail to resonate with employees or address the actual challenges they face. A practical example, may be in a sales-driven organisation in Zambezi, employees might feel pressured to inflate sales numbers to meet targets and avoid repercussions from management. If the OCEB framework focuses solely on enforcing rules without addressing the high-pressure environment, employees may find ways to circumvent the rules, perpetuating unethical practices. To tackle this, the organisation in Zambezi region could introduce realistic target-setting, incentives for ethical behaviour, and regular feedback mechanisms to relieve undue pressure.

Although the OCEB structure offers a strong basis for encouraging moral behaviour, its application presents several difficulties. Organisations have to deal with major obstacles, including resistance to change, limited resources, uneven leadership commitment, and the necessity of contextual adaptability. Overcoming these challenges can be accomplished with practical ways, including using technology for training, assigning strong leadership responsibility, and customizing the framework to particular organisational requirements. Through proactive handling of these issues, companies can improve the efficacy of the framework and attain long-lasting changes in ethical behaviour.

### **Chapter summary**

This chapter introduced the OCEB framework, contextualizing it within the study's focus on organisational culture and ethical behaviour in the Zambezi Region. The guidelines for its formulation were discussed, followed by a detailed explanation of its components and assumptions. The chapter also highlighted the motivation and relevance of the framework. The next chapter summarizes the study's findings, discusses the implications of the OCEB framework, and provides recommendations for future research and practice.

## CHAPTER 6: IMPLICATIONS, RECOMMENDATIONS AND CONCLUSIONS

### Introduction

As a result of the fact that the findings of the research were reviewed in Chapter 4, the objective of Chapter 5 is to argue the significance of the research findings about the research question, hypothesis, and literature review that were presented in the previous chapter. In Chapter 5, the researcher discusses the following topics: the consequences of the study, as well as theoretical, methodological, and practical considerations. In addition, the research concludes with a discussion of the limitations of the study, offering suggestions for researchers in the future, and drawing conclusions as the final piece of the investigation (Anderson, 2020). As stated by the Namibian Statistics Agency, a significant number of private businesses do not stick to the strategic plan that they have developed for their organisation (Herbert, 2015).

Based on the evidence that was gathered by the agency, it can be concluded that activities of this nature in Leeds have had a role in the negative economic development of the country. This is a problem that affects the entire nation rather than just one person (Andersen, 2018). According to Andrade (2016), certain government departments are not adhering to their rules, and certain staff are not adhering to the ethical code of behaviour that is expected of them while they are under their employment. In a similar vein, the type of leadership that is utilized by each business affects the formation of that organisation (Charlie, 2018). One of the objectives of employing a qualitative method is to ascertain whether or not there is a connection between the performance of employees and their ethical behaviour.

Certain businesses choose to implement centralized structures, which, in the majority of instances, results in a significant problem. This is because certain organisations suffer from poor performance, which ultimately leads to the organization's closure due to ineffective management (Armeiy, 2007). To govern

their employees, other private businesses, such as Chinese stores, make use of a uniform organisational structure or an ethical code of conduct (Aslan, 2021).

Some employees in Namibian organisations perform according to the expectations of the company, but at the end of the day, they are merely rewarded with a certificate of achievement, which has nothing to do with improving their lives (Athanasies, 1973). This is one of the reasons why rewards in many Namibian organisations do not serve their purpose. Through the process of doing the research, Dr Sankar provided stringent oversight. The study was able to obtain approval from the UREC committee to move forward with the process of data collection and other procedures that required approvals. According to Vanesa (2021), the research was carried out with the use of a questionnaire that contained both open-ended questions and five questions based on the Likert scale. A research instrument was developed with the assistance of the research question, research objectives, findings from the literature review, and the research objectives.

The study was organized in such a way that it did not bias against participants based on the categorizations they were assigned. According to Bowen (2014), the researcher conducted a validity test to ascertain the measurements that were required for the research objectives. The findings of the test demonstrated that the study held a high degree of reliability. The researcher provided the participant with a validity time to finish filling out the questionnaire after the supervisor has given their approval to the research tool (Buse, 2018).

For the purpose of enhancing the procedure of filling out consent forms with participants, an appointment was planned with both government ministries and a private organisation. There were a total of four hundred individuals who indicated that they were willing to take part in the study. An evaluation of the reliability of the questionnaire was carried out by conducting a test with twenty participants and a pilot version of the questionnaire. The results of the test showed that the

Cronbach Alpha coefficient was 0.857, which indicated that the outcome was excellent (Bush, 2021).

A Likert scale with five points was developed by other studies, such as Davies (2014), to evaluate the participants' level of expertise and to ascertain how they perceive their working environment from a variety of perspectives. To verify that the participants were selected in a manner that was fair to the entire population, a random sampling approach was utilized (Catherine, 2014). To select participants, a stratified sample approach was utilized. The researcher was tasked with the responsibility of splitting the selected ministries and private organisations into distinct groups and then constructing a population of employees from each of the selected organisations (Charni, 2020). (Craig, 2019). The researcher adhered to ethical norms such as maintaining anonymity, obtaining permission to engage in the organization's research, avoiding plagiarism, addressing any potential harm that may have been caused to the participant as a result of the research, and the informed consent.

During the course of the discussion, the directors of each organisation were informed of the study's objective, and the subject matter of the research was presented concurrently with the research objective in order to guarantee a comprehensive understanding (Cheboi, 2022). Consent forms were distributed to each participant in order to verify that they were aware of the objectives of the research project. Using peer review in such a way that the researcher tested his research by asking other researchers for assistance by reviewing all of the current researcher's findings to ensure that he evaluated the findings correctly (Creed, 1978) was the task that the researcher was tasked with in order to guarantee that the research that was being investigated was free of any form of bias. In addition, it was the researcher's responsibility to ensure that all stages of data collection were carried out in the appropriate manner, recorded, and maintained securely (Earnest, 1979).

The implications of the research were thoroughly explained, and it was meticulously checked to make sure that there was either a limited amount of bias that was retained or eradicated (Ehrenberg, 2014). It was the responsibility of the researcher to remain vigilant in maintaining the confidentiality of any and all information that was gathered. On top of that, the consequences of the study are discussed in the next topic.

## **Conclusions**

The findings collectively demonstrate that ethical behaviour within organisations is not driven by isolated interventions, but by the alignment of cultural, structural, and behavioural mechanisms that operate simultaneously within organisational systems. From a managerial perspective, the study contributes by demonstrating that ethical conduct cannot be effectively enforced through policies or codes of conduct alone. Managers play a pivotal role in translating ethical expectations into everyday practice through visible commitment, consistent role modelling, and the reinforcement of ethical behaviour via performance management and reward systems.

The framework developed in this study provides managers with an actionable guide for embedding ethics into organisational routines, decision-making processes, and employee evaluation systems. Importantly, the findings emphasise that ethical leadership must be continuous and demonstrable, particularly in culturally diverse work environments such as the Zambezi Region. In terms of policy implications, the study highlights the need for organisations and public institutions to move beyond compliance-oriented ethics frameworks toward integrated ethical governance systems. Ethical policies should be complemented by structured training programmes, accessible and trusted reporting mechanisms, and culturally sensitive implementation strategies. At a broader level, the findings suggest that policymakers responsible for public-sector governance

and organisational oversight should prioritise the institutionalisation of ethics through performance accountability mechanisms rather than relying solely on regulatory compliance.

From a scholarly standpoint, this study contributes to ethical culture literature by offering an empirically grounded, context-specific framework that explains how organisational culture translates into ethical behaviour in a developing-country setting. The study extends existing ethical culture theory by demonstrating the central role of cultural sensitivity and behavioural reinforcement mechanisms, areas that remain underexplored in mainstream literature. By integrating leadership, cultural, and structural dimensions into a single explanatory model, the study provides a foundation for future empirical testing and theory refinement.

### Summary of research hypothesis

The table below shows a summary of the research hypothesis testing during the process of the data analysis.

**Table 10:**

*Summary of research hypothesis*

Hypothesis	Relationship	Results
<b>Ha1</b>	Organizational culture has a significant influence on employees' ethical decision-making processes.	<b>Supported</b>
<b>Ho1</b>	Organizational culture has no significant influence on employees' ethical decision-making processes.  <b>Rationale:</b> Empirical findings from the study indicate that leadership support, accountability mechanisms, and ethical organisational norms strongly shape employees' ethical judgement and decision-making processes.	Not supported

<b>Ha2</b>	Employees' ethical behaviour has a significant positive impact on the organisational image.	<b>Supported</b>
<b>Ho2</b>	<p>Employees' ethical behaviour has no significant impact on the organisational image.</p> <p><b>Rationale:</b> The study revealed that ethical service delivery, fairness, and honesty significantly enhance public trust, institutional reputation, and organisational credibility.</p>	<b>Not supported</b>
<b>Ha3</b>	Employees' ethical commitment significantly influences public perception of the organisation.	<b>Supported</b>
<b>Ho3</b>	<p><b>Ho3:</b> Employees' ethical commitment does not significantly influence public perception of the organisation.</p> <p><b>Rationale:</b> Findings demonstrate that consistent ethical commitment strengthens stakeholder confidence and public trust, whereas unethical conduct undermines institutional legitimacy.</p>	<b>Not supported</b>

### Implications of the study

Throughout the investigation, the researcher came across a great deal of novel ideas that are essential to the organization's continued success in the future (Calvin, 2015). According to Marries (2014), the study investigated a number of aspects that numerous organisations, particularly those operating in developing countries like Namibia, are required to take into consideration. For the purpose of obtaining a greater number of results and gaining a deeper comprehension of whether or not the two variables contribute to the significance of the organisation, it is better to broaden the scope of this research. For instance, this might be accomplished by incorporating a greater number of organisations and conducting the study across

the country. As a result of the suggestions made by a variety of organisations, the purpose of the research on the two variables is to determine whether or not they contribute to the existing body of literature. For more explanation, the following:

### **Theoretical Implications**

The research makes an important contribution to understanding the impact that the culture of a company and the ethical behaviour of its employees have on the success of the organisation (Smith, 2015). A framework was developed to investigate the theory that was proposed, and it was based on the previous records of the other researchers. Additionally, the significance of the research has shown that there was a substantial amount of evidence or sufficient evidence in the first chapter on the importance of developing a hypothesis (Maria, 2016).

The contribution of this research helps to re-investigate the results based on the relationship that exists between the factors and how it affects the performance of the organisation. This is because previous studies have demonstrated that the results are inconsistent (Fish, 2018). According to Organ (2019), managers and their entire staff need to be more creative, proactive, and willing to take risks. This is because the nature of the company in which the organisation runs makes it vitally important. According to Fleming (2016), the relevance of this study significantly contribute to the literature review that was covered in earlier chapters of this research endeavour.

This study provided empirical evidence for the theory and demonstrated how it can assist businesses in improving their performance by making the most of the limited resources that are available to attain a competitive advantage in the market. Mike (2019) asserts that the research will make a contribution or provide knowledge by investigating the impact that strategic orientations

have on organisations. The findings of the study, as a consequence, shed light on the methods that will be of assistance to the organization's efforts to promote itself on a global scale.

An in-depth investigation of the influence that ethical behaviour and organisational culture have, with the findings of the research revealing that there is a significant connection between the two factors (Timothy, 2018). The objective of this research was to contribute to a better understanding of the significance of ethical behaviour and organisational culture among employees working for a variety of businesses (salsa, 2015). Through this research, the researcher can better understand the significance of having organisations that are well-maintained. The purpose of the study was to evaluate the hypotheses that were proposed in the chapter that was mentioned before (Gilbert, 2017). The study was constructed based on previous research conducted in the same region.

Therefore, this study makes several contributions, one of which is that it will help other academics undertake additional research based on the findings, which should ultimately result in significantly improved performance. Additionally, the inquiry ought to show some essential components, such as the introduction of some unique elements (Elias, 2018). In addition, the study responds to the findings that were gathered by other researchers in the process of analysing the most effective strategies that various organisations might implement in order to advance their enterprises (Mike, 2012). In order to be successful, the research needs to investigate a number of characteristics that are associated with improving the performance of companies and figure out how to get rid of certain confusing aspects of their organisations that are considered to be obstacles.

It is expected that the research will be able to generate evidence that will help to support the concept that is being investigated (Rondel, 2015). There was something helpful that was presented by the idea, but it will not contribute to the productivity of the organisation.

As a consequence of this, the research ought to make a contribution to a variety of different forms of knowledge that assistance in the assessment of strategic orientations and supply more information on how the organisation goes forward (Justine, 2018). In addition, the importance of this research ought to be that it should offer insights into ways that ought to improve and have an impact on the performance of the business. In addition, the findings of this research need to be competent to determine strategic objectives that ought to lead to enhancements in any conceivable organisation (Victor 2018).

Employees from a variety of businesses were the subjects of the study, and the research focused on their ethical goals and behaviour. In addition to the findings of the research, it is essential for the researcher to act as a mediator in any links that may exist between variables within various organisations and, if at all possible, to offer recommendations in collaboration with other writers (Michael, 2016).

The study contributes by bridging the gap between normative ethical culture theory and operational organisational practice. The findings show that ethical culture is not sustained through policies or leadership alone but emerges from the dynamic alignment of six empirically validated components: ethical policy development, leadership commitment to ethics, employee training and awareness, ethical reporting mechanisms, cultural sensitivity integration, and performance evaluation and reward systems. This integrated configuration advances existing models by specifying how ethical culture becomes behaviourally embedded in organisations.

The study further contributes theoretically by contextualising ethical culture within a culturally diverse, decentralised organisational environment, an area that remains underrepresented in mainstream ethical culture research. By empirically demonstrating the moderating role of cultural sensitivity in shaping ethical interpretation and behaviour, the study challenges universalist assumptions embedded in much of the ethical culture literature and proposes a more adaptive, context-responsive theoretical lens.

Finally, the research advances ethical culture theory by introducing a behavioural reinforcement pathway, showing that ethical conduct is sustained when ethical expectations are formally linked to performance evaluation and reward systems. This insight extends ethical culture theory from a values-based orientation to a performance-embedded cultural model, thereby offering a more actionable and testable theoretical proposition for future research.

### **Methodological Implications**

An early analysis of model measurement and other operational models served as the foundation for the methodological implications of this study (William, 2018). According to Pearson (2012), the purpose of this research is to enhance the qualitative methodology in order to attain higher levels of accuracy and dependability in the study. In this particular investigation, a single method was utilized to identify outliers in the results, which allowed for the determination of the legitimacy of the data. The validity and reliability of the study were validated by the assessment of the factors that were discussed in the chapters of this research, as well as through comparison to the outcomes of other studies that are currently being conducted (Simona, 2017). It is necessary to measure the outcomes from a variety of viewpoints or situations in order to validate the reliability and validity of the findings (Joseph, 2013).

To determine whether or not the data were reliable, the researcher utilised a tool known as Cronbach's alpha. The value of the instrument indicated that it was excessively high. The reflection of the confirmatory and validation of the measurement of the study reveals that the methodological approaches included in the previous literature review suggest that there is sufficient validation in an innovative methodological approach; this is demonstrated by the fact that there is sufficient validation.

This methodological approach in the research analysis reveals that the research outcomes contribute to the technique of approach, notably the qualitative approach (Oscar, 2019). This is the meaning that this methodological approach has in the assessment of the research. According to Natasha (2017), for a research project to be successful, the researcher must be able to get accurate instruments that are reliable for both the researcher and the participants. This is the case in the majority of cases.

According to Mavens (2013), the qualitative approach that was used in this research has a significant impact on the findings, which were evaluated in terms of the implications that it has for the methodology and methodology. According to Smith (2015), for the study to produce results of a high quality, it is necessary for the research to be accurate as well as reliable for both the researcher and the participants. Unlike the combined techniques strategy that other researchers have selected, the results of this research were obtained using only one method (Abigail, 2013). This is in contrast to the methodology that other researchers have chosen.

In spite of the fact that studies have demonstrated that the use of blended methodologies results in findings that are either more accurate or sufficient, the outcomes continue to be quite fruitful (Mike, 2013). The employment of a single approach does not have any effect on the validity and reliability of the findings obtained from the conduct of the research. Additionally, it is the

responsibility of the researcher to reevaluate the validity of the research investigation in order to assess whether or not it would produce different results (Josephine, 2014).

The reliability and validity of the research can be inferred from the fact that the approach was retested and produced the same results as before. Previous study has indicated that using SPSS to evaluate the performance of an organisation is one of the most successful strategies for guiding the organisation in its future attempts (Robert, 2014). This methodology has been reported to be one of the most effective methods. For the purpose of enhancing the comprehensiveness of the relevant independent variables and testing them in accordance with the research question and the hypotheses that have been examined (Smith, 2012).

To evaluate the procedures that were used to validate the research, the measurement process needs to demonstrate a genuine procedural involvement in the existing literature. This involvement should include the performance of the organisation by providing a more comprehensive validation on the methodological context (Wilma, 2018).

### **Practical Implications**

The findings of this study have a wide range of practical consequences, particularly regarding the ethical behaviour of employees working for a variety of businesses and the distinct cultures of those organisations. According to Veronica (2017), the findings of the research are extremely important for both the researcher and the organisation when it comes to improving the performance of the company under investigation. During the process of decision-making, the research served as a guiding instrument for the organisation, which allowed the organisation to make decisions that are more informed.

According to the policy of large organisations, the research provides a provision to provide further information on how organisations can improve the performance of their companies. This provision is in compliance with significant organisations. According to Letty (2015), in order for an organisation to acquire a comparative advantage, it is necessary for the company to develop strategies that provide appropriate direction on how to improve organisational performance.

The research was of great benefit to the organisation since it produced evidence that can be used to discriminate between the factors. Thus, the organisation received enormous support. In addition to this, the research offered advice that can be of use to businesses in improving their statistical outcomes. In addition to this, it offers guidelines that can assist companies in comprehending the implications of their commitment to the improvement of their organisation (Khan, 2015).

Furthermore, as a result of this examination, both researchers and organisations have been able to provide experimental proof that is crucial for the improvement of countless enterprises all over the world, including the coordination of internal and external operations. According to Dube (2019), managers are responsible for ensuring that they focus their attention on the activities of their competitors to improve the company's overall performance. The study instrument focused on the second segment of organisational culture elements, which is based on adaptability concerning risk-takers of interest.

Those who are willing to take risks and are capable of propelling the organisation forward are essential to the success of any organisation. The development of effective organisational policies that serve to improve and generate outcomes for their respective organisations is the responsibility of managers. As a result of the consequences, several managers should have access

to a beneficial resource that will enable them to concentrate on the places in which they can repair weak lines inside a variety of departments (Johnson, 2011).

### **Implications for Policymakers**

Numerous tools are available in Namibia to allow collaboration with other government ministries. These instruments can be found in a variety of forms. As a consequence of this, the government has developed novel concepts for the delivery of services, which have the potential to enhance the quality of service provided by a variety of companies (Lister, 2013). Those who are responsible for policymaking are quite intelligent, and they offer the researcher with essential recommendations. This information gave the researcher a wide range of knowledge and awareness regarding how to improve the potential of the research to attain excellence in research to achieve research excellence. It is common practice for policymakers to develop ideas that are specifically adapted to the domains of businesses and government ministries to accomplish progress (Faller, 2021).

Even now, various organisations continue to make use of telephones as a means of communicating with other government ministries to achieve success in the market. According to Gobo (2015), policymakers should examine a variety of communication channels that are mutually beneficial to find solutions to problems that affect the entire population. Those in charge of formulating public policy ought to consider the fact that an investment in electronic government could provide individuals or the entire population with a preference for how to resolve issues that arise within the nation. Regardless of the circumstances, the findings of the research will be of great assistance to policymakers in making important judgements concerning the growth of the nation and in making well-informed decisions regarding how to proceed (Sarah, 2011).

Research plays a very important role in giving the required information to the policymakers and as such the implications play a very important role in different ways such as:

1. Confirmation based decision making- different research plays an important role by providing evidence which are necessary to the policymakers. Therefore, the policy makers use such information or data to develop studies that will be used by main researchers or other organizations when they develop strategies which are very common to assist in decision making process. This will ensure that facts are collected by the researchers instead of assumptions that will lead to insufficient data on the rational of policymakers.
2. Categorize problems and solutions- the initial purpose of the researchers is to identify issues and at the sometime to provide possible solutions. The requirement to get a solution is that one needs to develop strategies that will work with the identified problem.
3. Foreseeing long-term outcomes- it is important to predict or to carry a long term research it can be in the demographic studies that will allow policymakers to forestall future challenges. This will enable future researchers to plan for future implementations of plans like in this case on strategies to promote organizational culture in the working environment and at the same time implement ethical behaviors in the working environment. In doing so it will enable the policymakers to plan ahead in developing potential problem before the needs arises or escalate further.
4. Supervisory resource allocation- by conducting research it will help on how the research will allocate the available resources. the research my guide on the spending of the investment in the process of data collection.

5. Development of public trust- different policymakers who are in different categories of research may gain different trust from the public and therefore the research tends to be more on fairness and transparent.

## **Recommendations**

Consequently, the following recommendations were underlined for the consideration of both private organisations and government ministries, following an analysis of the research that was carried out, which included earlier research from a variety of academics on a subject that was comparable: Firstly, the application and implementation of OCEB theory into organisational operation is strongly recommended.

The expectations are crystal clear. According to Freeman (2014), it is of the utmost importance for both commercial and government ministries to develop policies and laws that precisely outline the expectations that are placed on their staff members. It is necessary to provide a clear definition of the organization's expectations, regardless of whether or not they are related to the norms of the organization's culture. Because of this, it is necessary for both employees and employers to have the ability to interpret them. According to Allen (2017), select managers in the organisation who hold the highest positions should adhere to an immoral code in order to guarantee that their culture is given priority over those of other organisations. According to Bush (2013), this kind of action is out of the question in any organisation.

Cliff (2014) has proposed that it is the responsibility of managers to create an atmosphere at work that has the potential to foster the growth of an ethical culture. It is possible to accomplish this by putting into action tactics that have been meticulously crafted. According to the findings of studies, it is more beneficial to promote the behaviour that one desires rather than those that one

does not desire (Cliff, 2014). According to Kenneth (2014), organisations have a responsibility to exercise prudence when identifying the types of ethical behaviour that they intend to adopt into their operations and those that they do not wish to incorporate.

It is more beneficial for managers of different organisations to develop a culture of ethics within their organisations by ultimately coming up with successful ethical decisions that cannot be reproduced by other organisations (Robert, 2018). This may be accomplished by conducting further seminars and, ultimately, by executing these judgements. Problem-solving and skill development are included in this category. It is necessary that robust decision processes be carefully regulated, and that more training be offered, in order to guarantee that all personnel know the organization's policies in their totality. This assurance can only be achieved by providing further training.

Timothy (2014) underlined the importance of providing employees with the resources they need to behave in an ethical manner inside their businesses. According to Khatam (2013), this will ensure that all members of the organisation have access to the resources they require in order to fulfil their obligation for the organisation. According to Arney (2007), this may include the supply of adequate supervisory resources that enable an organisation to operate successfully in a worldwide market with other businesses. Furthermore, in addition to the recommendation that was mentioned earlier, the following are some other suggestions that may be of use to organisations:

The establishment of new policies that will support the increase of organisational performance for all stakeholders should be a priority for both private organisations and government administrations.

2. It is the job of the managers to guarantee that the proper personnel are employed in the suitable position, as the performance of the firm is mostly dependent on the talents and motivation of the workers (Luck son, 2000). Therefore, it is the responsibility of managers to seek out and promote talented individuals who possess the capabilities required.

3. Raid the level of employee participation. In order to produce fresh innovation concepts that will move an organisation forward, the goal of engaging people is to generate those notions.

In order to ease the success of the company, you should assign a specific responsibility to each employee.

Optimum organisational efficiency can be achieved by the use of strategies such as the development of unit uniformity. Managers are encouraged to build and facilitate a team of objectives in order to improve or impact the effectiveness of a group (Albert, 2011). This is necessary in order to achieve the desired results.

5. Communication that makes no secret. In order to be successful, it is essential for any organisation to have good communication inside their organisation. When a company ensures that its personnel are able to communicate openly with one another, the likelihood of misunderstandings occurring is significantly reduced. Consequently, the introduction of regular conversations will prevent employees from breaching legislation or experiencing a fall in production inside the company (Dominic, 2013). Researchers should investigate the influence of motivation on employee performance within the comprehensive framework. Consequently, it is advised that future researchers conduct a thorough examination of the impact of motivation within the proposed framework to enhance the performance of both the organisation and the employees. In doing so, it provides a clear understanding of how motivation can be employed to enhance the structure and culture of the organisation.

The review concluded that motivation has propelled numerous organisations to a higher level of performance at both the national and international levels, as evidenced by the findings of various organisations. Additionally, motivation has a more significant impact on the performance of employees, including an increase in overall performance, a decrease in absenteeism, more positive interpersonal relationships, and an improvement in operational efficiency. Consequently, the aforementioned components are essential in the endeavor to coordinate the ethical conduct of employees.

Future researchers should concentrate on the genuine relationship between ethical behaviour and organisational culture, as well as the impact it has on the performance of employees in pursuit of organisational objectives. In order to guarantee that all employees of the organisation comprehend the organization's culture, ministries are advised to implement organisational culture. The behaviour of employees are influenced by psychological issues. In order to motivate others to perform better, ministries and private organisations should prioritize rewarding employees who demonstrate superior performance. Consequently, future researchers should concentrate on the components of rewarding employees based on their performance, as there is a risk that other employees will desire to receive a reward on behalf of the best achievers, which could discourage those who perform better. The prospective researcher should examine the effects of unethical behaviour among employees and identify alternative solutions to the issues that prevent ministries from performing at their best. The researcher must address negative motivation among employees, as their negative attitudes will inevitably result in negative outcomes and negativity towards their work. Ultimately, the researchers should determine the motivation that is most appropriate for a scenario in which employees exhibit a negative attitude in the workplace.

The most advanced standard in the workplace is to be associated with individuals who are motivated and capable of providing unwavering support in the event that you require assistance in a particular area that requires improvement. In order to ascertain the organisational advantages, future research should concentrate on topics such as the alternative method of employment engagement, respect, and organisational policies. In the same vein, ministries and other private organisations should consider bureaucratic leadership to regulate their operations.

By identifying bureaucratic leadership, organisations can regulate or enhance their performance by ensuring that each employee has a comprehensive agenda for job performance. Mai (2015), one of the researchers, emphasized the necessity of conducting further research on behavioral theory to determine the underlying factors that contribute to employees' unethical attitudes towards their work. The integration on individuals and the identification of unethical employees within individuals was elucidated by the Theory of Behaviour. The framework of behaviour theory should consider the characteristics of individuals. The emphasis on servant theory, which was developed by numerous researchers, is a clear indication that ethical behaviour among employees are essential for the successful realization of organisational objectives.

The current study has demonstrated that the development of organisational performance in Namibia has been significantly enhanced by government ministries and other private organisations. The organization's performance is contingent upon the employees' attitudes; the greater the level of employee satisfaction, the greater the organization's ability to generate profits. The organisation should consider the aspect of rewarding top achievers in order to inspire those who are currently performing at a low level to improve their job performance.

Recommendation to the future researcher.

1. Understand the role of organizational culture. Future researchers should do more research and be able to understand and investigate how organizational culture can help to shape decision making, communication and ethical behaviour. Research has reviewed that organizational culture can foster accountability and ethical behaviors among employees meanwhile a weak culture will lead to ethical collapse or conflict within the organization.
2. Ethical leadership and its influence. Future research should study the impact of ethical leadership when it comes to promoting ethical behaviour throughout the organization
3. Diversity and inclusion. Future researchers should examine a diverse and inclusive culture can enhance ethical behaviour. researchers must look at the environment both inside and outside when it comes to respect, transparency and fairness.
4. Discovering the role of leadership. Future researchers should be able to investigate how leadership styles such transactional and transformational leadership are able to shape the culture of the organization and ethical behaviors of employees. This will able to understand the researchers on how leaders should be able to set the standard as well as the culture of integrity of the employees.
5. Cross culture comparisons. Organizational culture and ethical behaviour are global issues that affect all organizations, therefore future researchers should be able to study how organizational culture and ethical behaviour of employees differs across the globe. This will help to review the norms, values and the ethical decisions when it comes to the geographical factors that affect the culture from different angles.
6. Training and development. Future researchers should be able to do more research on the impact of more training on the side of ethical behaviors and how the employees of the organization react to the culture of the organization. This will help future researchers to

access the impact of ethical conduct of employees, more training will ensure that there is social responsibility on organizational culture.

7. Technology and social media. Due to the rise in the level of technology from different countries, communication both on social media should be investigated by the researchers very significantly to ensure that there is proper focus on how digital focus can influence transparency and accountability within the organization globally.
8. Evaluate the character of organizational socialization. Future researchers should focus on investigating on the process by which different organizations within the globe are able to integrate new employees to the organizations both onboarding and mentoring when it comes to understanding the culture of their new organizations.
9. The future researchers should be able to investigate the relationship ethical leadership and employee well-being because employee satisfaction is a key element that will enable not only the organization to improve but also it plays a role in employee's morals and memories.
10. Researchers should investigate longitudinal studies, this will ensure that there is a track on long term impact on the side of ethical behaviors and how culture can help to change the operations of the organization. The researcher should be able to determine whether ethical culture can able to sustain over time in future.

In focusing on the above areas the future researchers can contribute to a deeper understanding and how future researchers will able to enable organizations to have an understanding on the complex between organizational culture and ethical behaviors because the above element will assist to improve the performance of the organization.

The following are the recommendation to the side of the organization specifically to the side of the organization leadership on how they can improve their working environment.

11. Lead by examples. From different organization it is important that managers should always lead by examples by ensuring that leaders should model ethical behaviors in order to align their action to that of organizational values. Ethical conduct should start from the top in order to help set all the entire organization.
12. Define clear values and ethics policies. It is important that organization should establish a clear set of organizational norm and values in their ethics policies. The organization should make sure that the policies should rich all employees with the involvement of more trainings in the workplace or employee handbook to ensure that there is proper internal communication.
13. Open communication. Organizations are encouraged to ensure that there is proper communication between the employee and the employers to ensure that employees they should feel comfortable in discussing their ethical issues without any fear. It is important to the organization to introduce open door policy in order to create a transparency environment.
14. Reward ethical behaviors. Organization should reward employees who practices ethical standard in their working environment and this ensure that others should follow what others are doing best in order to encourage ethical attitude. The reward can be in different ways such as public recognition, promotions in job positions and promotion in a form of monetary form.

15. Provide ethical trainings. It is important for organization to continuous introduce more training regularly on ethics and other legal compliance to ensure that there is compliance within the organization. This will encourage ethical dilemmas and ensure that there is appropriate response within the organization.
16. Create a system for reporting any misconduct among employees. Organization should promote a platform were employees are able to report any unethical conduct by any employees. This will ensure that the reporting will address complains are re-enforced and addressed accordingly to ensure there is compliance of ethics.
17. Encourage collaboration and inclusion. Organization should ensure that they foster a culture of ethical respect among employees. This will more likely to increase on ethical standard within the organizations.
18. Ensure accountability. The actions of every employee they should be accountable for that, any ethical breaches it should be addressed fairly regardless of positions in the organization. Every staff member should be accountable for their given responsibilities from their employers.

In conclusion, organizational culture had an important role in shaping the organization in terms of ethical behaviour which are required in the working environment. A strong ethical standard will require a positive support with a strong positive ethical values that will help to shape ethical decision making that will require organization to move in a positive direction. Leaders in many organizations should practice ethical behaviour and integrate to ensure that organization mission follow the same suit. Research has reviewed that a weak toxic working environment will always lead to many unethical behaviour because most employees will feel morally questionable in their actions towards their work. In conclusion is advisable that organizations should cultivate a

healthy working environment that will create or promote healthy ethical behaviour for the long-term success of the business operation.

## **Limitations**

Since the study findings were covered in Chapter 4, Chapter 5's goal is to make an argument for the findings' significance in relation to the preceding chapter's research question, hypothesis, and literature review.

The implications of the study, as well as theoretical, methodological, and practical issues, are the main subjects of Chapter 5. As the study's last portion, the research will also address its limitations, offer suggestions for further investigation, and conclude (Anderson, 2020). Many private firms do not follow their organisational strategy plan, according to the Namibian Statistics Agency (Herbert, 2015). Such acts in Leeds have contributed to the poor advancement of the nation, according to the evidence acquired by the agency. Such acts in Leeds have contributed to the low economic advancement of the nation, according to the evidence gathered by the agency. Because this is not a personal problem, but a national one (Andersen, 2018).

The study's disadvantage is that the researcher only concentrated on a few figures because the samples selected to represent the entire staff were limited, which led to less information being given. To improve the study's results or findings, it is advised that future researchers include as many participants as feasible (Garbo, 2018). When gathering data, researchers should typically have categories of queries, with research questions based on position level (Mercy, 2018). When multiple organisations are involved in the data collection process, it becomes more difficult to combine disparate pieces of information into a single set and provide the researcher with the data

(Chris, 2013). Throughout the study, the researcher used a quantitative approach, gathering data via a research instrument called a questionnaire.

Participants may find it difficult to give accurate replies to the question or answers the researcher is looking for during the data collection procedure. Researchers in the future can experiment with both approaches to see if they yield positive results for further research (Allen, 2015). As said before, the information generated by this study can be utilized to enhance the performance of the company. According to one of the researchers (Chris, 2014), the goal of the study is to measure and gather more data in order to accomplish its objective. It is the responsibility of the researcher to ensure that the goals of the study are fulfilled. The study was restricted to the internal affairs of the investigating organisation (Armey, 2018). The dimensions chosen based on the research findings must be acceptable for the study's scope because the study only examined the major dimensions of organisational culture and employee ethical behaviour (Jones, 2015).

To prove the validity of the study, the researcher should be able to determine the percentage of each of the two variables—dependent and independent—in the findings (Victor, 2007). Lastly, the research should be able to pinpoint or provide value based on traits that can support the development of ethical employee behaviour and organisational culture in a range of businesses. The importance of the dependent variables was expected to be clearly explained by the entire collection of elements that were left out of this research investigation. Future researchers could investigate other factors that could enhance organisational culture and ethical employee conduct in any organisation in light of the research findings (Catherine, 2009).

As a result, the study has given a good understanding of ethical behaviour and organisational culture, including the factors that lead to employees acting in an unprincipled manner. The research has

also provided an outline for an organisational culture that is based on principles and will require areas of development from various administrations. According to one scientist, enhancing organisational culture is the best strategy to stop shared corruption (Kennedy, 2016).

It is feasible to draw the conclusion that ethical behaviour among employees of different Namibian businesses is directly correlated with organisational culture (Everest, 2012). According to the research findings, businesses that want to compete in a global market need to adjust to new technological levels.

In order to achieve better outcomes in the future, other private organisations, like Chinese stores that do not have workplace organisational strategies are pressured to develop precise and faultless organisational plans. The researcher believes that government agencies should find more effective ways to honor good performers than simply awarding them with certificates. Instead, they can promote successful employees to inspire others to reach greater heights. Workers do not receive enough training to help them adhere to the necessary code of ethics at work. Employee responses to their organisations impact an organization's performance (Lucky, 2014).

If the proper individuals are in positions of authority and can act in the best interests of the company and its employees, then the performance of the organisation can be enhanced. Organisations are therefore encouraged to establish suitable organisational structures and carry out further research on how to enhance performance management instruments. The tool must be able to handle issues of good governance in all organisations and offer appropriate suggestions on how management may enhance the organization's development (Mike, 2006). When workers are happy in their positions, Namibian organisations will see improved outcomes. The majority of recent

study has concentrated on ethical employee conduct and organisational culture, which are crucial components of any organization's development process (Bowen, 2013).

Namibian organisations are urged to communicate properly during the decision-making process because decisions shouldn't affect the organisation and its employees (Vanesa, 2018). Organisations must select the best or most suitable style of leadership since the different types of theories have made each theory more relevant (Chris, 2017). The leadership style that will propel an organisation to higher performance has been determined by prior study (Coetzee, 2012).

Both government and commercial ministries should look for effective strategies and suggested approaches to improve their organization's performance (Buse 2003). Since senior leaders will understand what is expected of them in their positions, the results of the suggested solutions would improve organisational culture and ethical behaviour among employees. According to James (2014), the objective of these strategies is to enhance organisational performance and foster employee satisfaction.

When compared to previous studies on a related topic regarding the ethical behaviour of employees in the grocery industry in the Zambezi region, the results showed a substantial gap in the current study. A vacuum in the literature about employee satisfaction and organisational culture in Namibia was identified by the empirical research that was analyzed. Because a qualitative methodology is considered appropriate for this type of research problem, the researcher decided to employ it for this study (Lucia 2013).

Because 400 questionnaires were distributed, but only 350 were kept, there was inconsistency among the participants. Additionally, some respondents claimed that their job stress prevented them from participating fully in the study. The researcher concluded that the number 350 was suitable for carrying out

a natural research study as a consequence. Additionally, the descriptive and qualitative methodologies are aligned with the study's hypothesis and research goals (Natasha, 2018). A questionnaire was used in the study to gather data, and it was broken up into four sections, each of which had a unique set of research questions. By eradicating corruption and fostering organisational culture, the strategies suggested by government ministries and commercial businesses in the research will help a nation transition from a less developed to a developed one (Digo, 2011). Additionally, to develop growth in the commercial sector, companies must build a strong foundation. Managers should base their decisions on the investigation's results (Kennedy, 2015).

The study's variables need to contribute to a better understanding and the development of positive working relationships between employers and employees in all Namibian organisations (Mike, 2012). Every study has limitations unique to the study, as we are all aware, but the results should be quite beneficial for advancing several firms (Walker, 2018). The findings drawn from the factors should be complex enough to offer association administrators useful suggestions on how to enhance organisational performance through information sharing (Ndaluka, 2012). The organisation should implement a code of ethics that upholds all guidelines that align with UNICAF ethical concerns, including informed permission, confidentiality, and anonymity in research, in order to encourage moral behaviour in the workplace.

Mean standard deviation, correlation, and regression were used to assess correlations for providing study validity (Elias, 2015). According to participant replies, private organisations only completed 90% of the surveys that were sent to them, claiming a lack of time. Participants in this study were to be between the ages of 18 and 60 and employed in either government or commercial organisations. Both sexes were allowed to participate (Craig, 2017). Administrations, hygienic

officers, finance departments, and marketing departments were among the departments from each ministry that took part in the study. The results were therefore represented by the participants, guaranteeing that all data were gathered and reported in this research (Kibbe, 2019). This study used the Kaiser-Meyer-Olkin test to make sure the sampling was sufficient and a diagnostics test to verify that the data analysis was consistent (Dash, 2011).

Here are some of the limitations to consider in this research.

1. Time limitations. At a doctoral level, it is expected that researchers are required, as per institutional requirements, that the process or the length of the research process should be enough to ensure that it can accommodate more results. Due to the limitations, it was difficult to complete all the required processes specifically in areas of unforeseen challenges that may arise during the process of this research. In some areas of research, some studies will require more time to capture all the collected data and be able to analyses and capture data.
2. Access to resources. The researcher was faced with limited access to resources such as specialized tools to be used to collected data during the research process. In some areas the research required experts in the field of research to ensure that they do provide enough initiative on how to improve on the research in order to accommodate the little resources available to complete the research.
3. Funding's. there insufficient funds that were needed to assist the researcher in various activities that are involved in the research such as employment of assistance researchers who are required to assist the researcher in both research gathering and analysis process. Lack of funding's have limited the scope of the research by ensuring that it gets narrowed the scope of the research.

4. Sample size. The sample size of the research that was used to represent the entire populations of Namibia was limited and this means that lack of sufficient in funding have coursed a lot of constraints in terms of logistical and on the side of statistical findings.
5. Ethical restrictions. The type of research the researcher is conducting may be harmful or too sensitive to human subject. Therefore, it will require the researcher to consider the aspect of balance on the methodology part to ensure that they should be balance in consideration to ethical issues. This will ensure that the research will be limited to the type of data that will be collected or the way the research should be conducted.
6. Procedural challenges. It is sometimes very difficult to sometimes to choose the right methodology to use in the research. Some of the research will require specific type of methods to used and may be applicable to different type of research questions a researcher is asked to answer. The type of research questions may require an amount of time to conduct or require different tools to be used in order to collect more data.
7. Personal favoritisms. Some of the participants may require or introduce personal biases within the research to ensure that as part of the ensures that exist within their working environment, therefore this type of bias will influence the legality of the research question and how data will be analyzed. The researcher is this case ensured that there was no bias in the research and on top of that the researcher ensured that personal issues are put aside and ensure everyone should be treated the same.
8. Language and communication barriers. The research was conducted to ensure that it involves different participants who are coming from different background. The way participants will respond to the research questions it will be totally different. Example people of Zambezi region they do respect elders as part of the culture and therefore they

might be faced with challenges of being honest to the questions raised in the research questionnaire. Not to be honest with research questions it will result in the research to yield poor data.

9. Technological issue. The use of outdated data in the research will always ensure that data collected may be outdated and it may result in some of the data collected to be insufficient to the researcher. therefore, some of the fields will require the use of large data set that will impact the research process.

Those are the limitations that the researcher is faced with as it may navigate the problems and it will help to be creativity in the field of research at large.

How to mitigate the limitations in a research?

1. Acknowledge transparency, it is always very important to the side of the researcher to be honest in outlining the research limitations of the study. This will ensure that the researcher that there is proper awareness that will help the future researchers learn a lot and make improved solution.
2. Increase the sample size. As compared to the population of Namibia and looking at the number of the participants who attended or took part in the research. Increasing the number of participants or population size will ensure that it will improve on the accuracy including the reliability of the results and ensure that nominating a number which is very high will ensure that it will add value to the research understand.
3. Improve data collection methods, enhance on the type of methods to be used to collect data by ensuring that the collected data are all valid and very effective to the research under study. Such collective measure will ensure that that there is minimal in terms of errors in the research under investigation.

4. Consider ethical distresses, some of the research participants are becoming very cautious on the issue of consent forms for not naming their names in their research, this will limit the research.

In consideration of the outlined ethical concerns, it will limit the research study and contribute more to future researchers. More reliable research will ensure that it yields perfect results in the research. While also mitigating the limitation in the research, it is very serious to consider the requirements of the research to ensure that it does not affect other participants who are taking part in the research. The rules and regulations of the research must be respected at all times. The culture of the citizens of the country should be respected to ensure that the research does not contradict the research questions, which are formulated by the researchers.

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## APPENDICES

## Appendix A: Gatekeeper Letter

Gatekeeper letter	
<b>Address:</b>	Ministry of Finance
<b>Date:</b>	19-Jul-2023
<b>Subject:</b>	Authorization to carry out the study
Dear SIR/Madam	
I am an [ undergraduate] student at Unicaf University [insert the name of the University, UNICAF UNIIVERSITY Zambia].	
As part of my degree I am carrying out a study on a One of the greatest purposes of this study is to discover organizational cultural values that will help to influence employees towards good ethical standards.	
I am writing to enquire whether you would be interested in participation in this research. the research will be completed within the time frame of one month for the data to be collected within the organizations.	
Subject to approval by Unicaf Research Ethics Committee (UREC) this study will be used as part of the requirement of the university for me to be able to complete my studies.	
One of the greatest purposes of this study is to discover organizational cultural values that will help to influence employees towards good ethical standards. the title of my project is:A STUDY ON A RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND ETHICAL BEHAVIOUR OF EMPLOYEES IN NAMIBIA. (ZAMBEZI REGION)	
as a participant you are asked to complete the questionnaire within a period of 40 minutes and provide answers based on your understanding.	
Thank you in advance for your time and for your consideration of this project. Kindly please let me know if you require any further information or need any further clarifications.	
Yours Sincerely,	
LIKANDO OSCAR KAMWI	
<b>Student's Name:</b>	LIKANDO OSCAR KAMWI
<b>Student's E-mail:</b>	likandooscar@gmail.com
<b>Student's Address and Telephone:</b>	PO BOX 581, NGWEZE, NAMIBIA: +264814200000
<b>Supervisor's Title and Name:</b>	DOCTOR
<b>Supervisor's Position:</b>	FACULTY
<b>Supervisor's E-mail:</b>	s.ganesh@unicaf.org

## Gatekeeper letter

**Address:** Ministry of Finance

**Date:** 19-Jul-2023

**Subject:** Authorization to carry out the study

Dear SIR/Madam

I am an [ undergraduate] student at Unicaf University [insert the name of the University, UNICAF UNIIVERSITY Zambia].

As part of my degree I am carrying out a study on a One of the greatest purposes of this study is to discover organizational cultural values that will help to influence employees towards good ethical standards.

I am writing to enquire whether you would be interested in participation in this research. the research will be completed within the time frame of one month for the data to be collected within the organizations.

Subject to approval by Unicaf Research Ethics Committee (UREC) this study will be used as part of the requirement of the university for me to be able to complete my studies.

One of the greatest purposes of this study is to discover organizational cultural values that will help to influence employees towards good ethical standards. the title of my project is:A STUDY ON A RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND ETHICAL BEHAVIOUR OF EMPLOYEES IN NAMIBIA. (ZAMBEZI REGION)

as a participant you are asked to complete the questionnaire within a period of 40 minutes and provide answers based on your understanding.

Thank you in advance for your time and for your consideration of this project. Kindly please let me know if you require any further information or need any further clarifications.

Yours Sincerely,

LIKANDO OSCAR KAMWI

**Student's Name:** LIKANDO OSCAR KAMWI

**Student's E-mail:** likandooscar@gmail.com

**Student's Address and Telephone:** PO BOX 581, NGWEZE, NAMIBIA: +264814200000

**Supervisor's Title and Name:** DOCTOR

**Supervisor's Position:** FACULTY

**Supervisor's E-mail:** s.ganesh@unicaf.org

## Appendix B: Informed Consent Form



UU\_IC - Version 2.1

### Informed Consent Form

#### Part 1: Debriefing of Participants

**Student's Name:** LIKANDO OSCAR KAMWI

**Student's E-mail Address:** likandooscar@gmail.com

**Student ID #:** R1810D6499616

**Supervisor's Name:** Dr. K. SANKAR GANESH

**University Campus:** Unicaf University Zambia (UUZ)

**Program of Study:** UUZ: DBA DOCTORATE IN BUSINESS ADMINISTRATION

**Research Project Title:**  
A STUDY ON A RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE  
AND ETHICAL BEHAVIOUR OF EMPLOYEES IN NAMIBIA. (ZAMBEZI  
REGION)

**Date:** 19-Jul-2023

**Provide a short description (purpose, aim and significance) of the research project, and explain why and how you have chosen this person to participate in this research (maximum 150 words).**

The primary purpose of this research is to assist different organizations on how they can improve on their organizational culture and ethical behaviors of employees.  
The main aim of this research proposal is to have an understanding of how organizational culture will affect employees when it comes to ethical behavior within the organization.

The research will be conducted using either online through the use of email or complete the form on printed papers, the research will be collected using a questionnaire.

The above named student is committed to ensuring participant's voluntarily participation in the research project and guaranteeing there are no potential risks and/or harms to the participants.

Participants have the right to withdraw at any stage (prior or post the completion) of the research without any consequences and without providing any explanation. In these cases, data collected will be deleted.

All data and information collected will be coded and will not be accessible to anyone outside this research. Data described and included in dissemination activities will only refer to coded information ensuring beyond the bounds of possibility participant identification.

I, , ensure that all information stated above is true and that all conditions have been met.

**Student's Signature:** 

### Informed Consent Form

#### Part 2: Certificate of Consent

**This section is mandatory and should to be signed by the participant(s)**

**Student's Name:** LIKANDO OSCAR KAMWI

**Student's E-mail Address:** likandooscar@gmail.com

**Student ID #:** R1810D6499616

**Supervisor's Name:** Dr. K. SANKAR GANESH

**University Campus:** Unicaf University Zambia (UUZ)

**Program of Study:** UUZ: DBA DOCTORATE IN BUSINESS ADMINISTRATION

**Research Project Title:**

A STUDY ON A RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE  
AND ETHICAL BEHAVIOUR OF EMPLOYEES IN NAMIBIA. (ZAMBEZI  
REGION)

I have read the foregoing information about this study, or it has been read to me. I have had the opportunity to ask questions and discuss about it. I have received satisfactory answers to all my questions and I have received enough information about this study. I understand that I am free to withdraw from this study at any time without giving a reason for withdrawing and without negative consequences. I consent to the use of multimedia (e.g. audio recordings, video recordings) for the purposes of my participation in this study. I understand that my data will remain anonymous and confidential, unless stated otherwise. I consent voluntarily to be a participant in this study.

Participant's Print name:

Participant's Signature: \_\_\_\_\_

Date:

**If the Participant is illiterate:**

I have witnessed the accurate reading of the consent form to the potential participant, and the individual has had an opportunity to ask questions. I confirm that the aforementioned individual has given consent freely.

Witness's Print name:

Witness's Signature: \_\_\_\_\_

Date:

**Appendix C: Research ethics application form Doctoral studies**



**UNICAF UNIVERSITY  
RESEARCH ETHICS APPLICATION FORM  
DOCTORAL STUDIES**

UREC USE ONLY:  
Application No:  
Date Received:

Student's Name: OSCAR LIKANDO KAMWI

Student's E-mail Address: likandooscar@gmail.com

Student's ID #: R1810D6499616

Supervisor's Name: PROF SANKAR GANESH

University Campus/Program: Unicaf University Zambia: DBA Doctorate of Business Administration

Research Project Title: A STUDY ON A RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND ETHICAL BEHAVIOUR OF EMPLOYEES IN NAMIBIA. (ZAMBEZI REGION)

**1. Please state the timelines involved in the proposed research project:**

Estimated Start Date: 19.06.2023

Estimated End Date: 30.04.2024

**2. External Research Funding (if applicable):**

**2.a. Do you have any external funding for your research?**

YES

NO

If YES, please answer questions **2b** and **2c**.

**2.b.** List any external (third party) sources of funding you plan to utilise for your project. You need to include full details on the source of funds (e.g. state, private or individual sponsor), any prior / existing or future relationships between the funding body / sponsor and any of the principal investigator(s) or co-investigator(s) or student researcher(s), status and timeline of the application and any conditions attached.

**2.c.** If there are any perceived ethical issues or potential conflicts of interest arising from applying for and/or receiving external funding for the proposed research then these need to be fully disclosed below and also further elaborated on, in the relevant sections on ethical considerations later on in this form.

### 3. The research project

#### 3.a. Project Summary:

In this section fully describe the purpose and underlying rationale for the proposed research project. Ensure that you pose the research questions to be examined, state the hypotheses, and discuss the expected results of your research and their potential.

It is important in your description to use plain language so it can be understood by all members of the UREC, especially those who are not necessarily experts in the particular discipline. To that effect ensure that you fully explain/define any technical terms or discipline-specific terminology (use the space provided in the box).

One of the greatest purposes of this study is to discover organizational cultural values that will help to influence employees towards good ethical standards. The main aim of this research proposal is to have an understanding of how organizational culture will affect employees when it comes to ethical behavior within the organization. The other purpose of this study is to find the long-term sustainability of how organizations can create employees who are ethically responsive within the organization.

Research question

1. What is the relationship between an organizational culture and the employee's ethical behavior?
2. What is the relationship between an organizational culture and the employee's ethical intention?
3. What are the organizational factors influencing the ethical intention and the ethical behavior of the employees and how does it affect the image of the organization?
4. What is the ethical commitment of the employees of organizations in Namibia?

The following are the five hypothesis which were developed based on the research questions:

H1. There is no relationship between organizational culture and ethical behavioral intention among the employees of Namibia who are working in both the private and public sectors.

H2. There is no relationship between organizational culture and ethical behavioral among the employees of Namibia who are working in both private and public sectors.

H3. There is no relationship between organizational ethical culture and ethical behavioral intention among the employees of Namibia who are working in both the private and public sectors.

H4. There is a relationship between the ethical behaviour of the employees and the image of an organization

H5: There is no relationship between the ethical commitment of the employees and the image of the organization.

**3.b. Significance of the Proposed Research Study and Potential Benefits:**

Outline the potential significance and/or benefits of the research (use the space provided in the box).

the following are the research objectives of this study:

1. To understand the relationship between organizational culture and ethical behavior among employees in Namibia.
2. To analyze the organizational factors influencing the ethical intention and ethical behavior of the employees and how they affect the image of the organization.
3. To assess the ethical commitment of the employees in Namibia.
4. To suggest good practices and solutions build a strong ethical organization.

The finding of this study will assist both the researcher and top managers to get the suggestions from the research finding because it will help when it comes to facilitating and creation of organizational culture and the required ethical standards from the employee.

**4. Project execution:****4.a. The following study is an:**

- experimental study (primary research)
- desktop study (secondary research)
- desktop study using existing databases involving information of human/animal subjects
- Other

If you have chosen 'Other' please Explain:

**4.b. Methods. The following study will involve:**

- a Quantitative methodology  
 a Qualitative methodology  
 a mixed methods approach

If you have chosen mixed methods please state below whether you are going to proceed with triangulation or not.

- YES  NO

**4.c. Please state below which tools you are going to use:**

A Select the tools to be used in your study	B Select how the tools selected in column A will be administered (select one or more)	C Select what types of questions will be included in the tools previously selected in column A (select one or more)
Interviews <input type="checkbox"/>	<input type="checkbox"/> Face-to-face <input type="checkbox"/> Online with camera (synchronous live discussion with camera) <input type="checkbox"/> Audio only (synchronous live discussion without camera, i.e., via phone)	<input type="checkbox"/> Open-ended questions <input type="checkbox"/> Close-ended questions <input type="checkbox"/> Includes section related to demographics
Focus Groups <input type="checkbox"/>	<input type="checkbox"/> Face-to-face <input type="checkbox"/> Online with camera (synchronous live discussion with camera) <input type="checkbox"/> Audio only (synchronous live discussion without camera, i.e., via phone)	<input type="checkbox"/> Open-ended questions <input type="checkbox"/> Close-ended questions <input type="checkbox"/> Includes section related to demographics
Questionnaire <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> Face-to-face self – administered questionnaire <input type="checkbox"/> Online, i.e., via phone or any other platform. The researcher reads the questions to the participants <input checked="" type="checkbox"/> Online asynchronous self-administered questionnaire (i.e., via email)	<input checked="" type="checkbox"/> Open-ended questions <input checked="" type="checkbox"/> Close-ended questions <input checked="" type="checkbox"/> Includes section related to demographics

A Select the tools to be used in your study	B Select how the tools selected in column A will be administered (select one or more)	C Select what types of questions will be included in the tools previously selected in column A (select one or more)
Experiments <input type="checkbox"/>	<input type="checkbox"/> Face-to-face <input type="checkbox"/> Online with camera (synchronous live discussion with camera) <input type="checkbox"/> Audio only (synchronous live discussion without camera, i.e., via phone) <input type="checkbox"/> Asynchronously via any online platform	<input type="checkbox"/> Open-ended questions <input type="checkbox"/> Close-ended questions <input type="checkbox"/> Includes section related to demographics
Tests <input type="checkbox"/>	<input type="checkbox"/> Face-to-face <input type="checkbox"/> Online with camera (synchronous live discussion with camera) <input type="checkbox"/> Audio only (synchronous live discussion without camera, i.e., via phone) <input type="checkbox"/> Asynchronously via any online platform	Provide a brief description of the test in the box 'Other' below.
Other		

5. **Participants:**

5 a. Does the Project involve the recruitment and participation of additional persons other than the researcher(s) themselves?

- YES If YES, please complete all following sections.
- NO If NO, please directly proceed to Question 7.

### 5 b. Relevant Details of the Participants of the Proposed Research

State the number of participants you plan to recruit, and explain in the box below how the total number was calculated.

Number of participants

the sample size of the study will be calculated using a standard formula for calculating the sample size of a quantitative study in order to ensure representatively. From the ten (10) organizations that accepted to conduct a reserach within their organization both government ministries and private organization such as pick n pay, shoprte, spar to mention few of them. each of those organization providede to offer 35 participant. that means it will 10 organization times 35 participants per organization which will give you 350 participants.

Describe important characteristics such as: demographics (e.g. age, gender, location, affiliation, level of fitness, intellectual ability etc). It is also important that you specify any inclusion and exclusion criteria that will be applied (e.g. eligibility criteria for participants).

Age range From  To

Gender  Female  
 Male

#### Eligibility Criteria:

- Inclusion criteria
- Exclusion criteria

Disabilities/Disorders: You should only include the participants who can provide informed consent for themselves. Individuals who have a mental disability and are not in a position to provide their own consent should not participate in the study. Please provide information for any other disabilities/disorders the participants may have:

Other relevant information (use the space provided in the box):

**5 c. Participation & Research setting:**

Clearly describe which group of participants (described in 5b) is completing/participating in the material(s)/tool(s) described in 4c above (use the space provided in the box)

the research is targeting staff members who are within the age of 18 to 60 years. all level of positions are targeted including managers, disabled employees who are able to read will be included in this research. all employed within the selecting organization will have equal chance to be selected. all the selected participants will asked to complete a questionnaire.

**5 d. Recruitment Process for Human Research Participants:**

Clearly describe how the potential participants will be identified, approached and recruited (use the space provided in the box).

the participants will be approached through their head departments, in other private organization like pick n pay store manager will assist to nominate the participants.

**5 e. Research Participants Informed Consent.**

Select below which categories of participants will participate in the study. Complete the relevant Informed Consent form and submit it along with the REAF form.

Yes	No	Categories of participants	Form to be completed
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Typically Developing population(s) above the maturity age *	Informed Consent Form
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Typically Developing population(s) under the maturity age *	Guardian Informed Consent Form

\* Maturity age is defined by national regulations in laws of the country in which the research is being conducted.



**5 f. Relationship between the principal investigator and participants.**

Is there any relationship between the principal investigator (student), co-investigators(s), (supervisor) and participant(s)? For example, if you are conducting research in a school environment on students in your classroom (e.g. instructor-student).

YES  NO

If YES, specify (use the space provided in the box).

**6. Potential Risks of the Proposed Research Study.**

**6 a. i. Are there any potential risks, psychological harm and/or ethical issues associated with the proposed research study, other than risks pertaining to everyday life events?**

YES  NO

If YES, specify below and answer the question 6 a.ii.

**6 a.ii Provide information on what measures will be taken in order to exclude or minimise risks described in 6.a.i.**

**6 b. Choose the appropriate option**

	Yes	No
i. Will you obtain a written informed consent form from all participants?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
ii. Does the research involve, as participants, people whose ability to give free and informed consent is in question?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
iii. Does this research involve participants who are children under maturity age? <b>If you answered YES to question iii, complete all following questions. If you answered NO to question iii, do not answer Questions iv, v, vi and proceed to Questions vii, viii, ix and x.</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
iv. Will the research tools be implemented in a professional educational setting in the presence of other adults (i.e. classroom in the presence of a teacher)?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
v. Will informed consent be obtained from the legal guardians (i.e. parents) of children?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
vi. Will verbal assent be obtained from children?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
vii. Will all data be treated as confidential? If NO, explain why confidentiality of the collected data is not appropriate for this proposed research project, providing details of how all participants will be informed of the fact that any data which they will provide will not be confidential.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
viii. Will all participants/data collected be anonymous? If NO, explain why and describe the procedures to be used to ensure the anonymity of participants and/or confidentiality of the collected data both during the conduct of the research and in the subsequent release of its findings.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

		Yes	No
ix.	Have you ensured that personal data and research data collected from participants will be securely stored for five years?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
x.	Does this research involve the deception of participants? If YES, describe the nature and extent of the deception involved. Explain how and when the deception will be revealed, and who will administer this debrief to the participants.	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**6 c. i. Are there any other ethical issues associated with the proposed research study that are not already adequately covered in the preceding sections?**

Yes       No

If YES, specify (maximum 150 words).

**6.c.ii Provide information on what measures will be taken in order to exclude or minimise ethical issues described in 6.c.i.**

the will be no mentioning of participants names on the questionnaire.

**6 d. Indicate the Risk Rating.**

High       Low

### 7. Further Approvals

All researchers are advised to check the regulations pertaining to research and General Data Protection Regulation (GDPR) of the country in which the research will take place as each country may have different restrictions on conducting research. **Are there any other approvals required (i.e., from a ministry or public agency in the country, in addition to ethics clearance from UREC) in order to carry out the proposed research study?**

YES  NO If YES, specify.

### 8. Application Checklist

Mark  if the study involves any of the following:

- Children and young people under 18 years of age, vulnerable populations such as children with special educational needs (SEN), racial or ethnic minorities, socioeconomically disadvantaged persons, pregnant women, elderly, malnourished people, and ill people.
- Research that foresees risks and disadvantages that would affect any participant of the study such as anxiety, stress, pain or physical discomfort, harm risk (which is more than is expected from everyday life) or any other act that participants might believe is detrimental to their wellbeing and/or has the potential to / will infringe on their human rights / fundamental rights.
- Risk to the well-being and personal safety of the researcher.
- Administration of any substance (food / drink / chemicals / pharmaceuticals / supplements / chemical agent or vaccines or other substances (including vitamins or food substances) to human participants.
- Results that may have an adverse impact on the natural or built environment.

### 9. Further documents

Check that the following documents are attached to your application:

		ATTACHED	NOT APPLICABLE
1	Recruitment advertisement (if any)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2	Informed Consent Form / Guardian Informed Consent Form	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3	Research Tool(s)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4	Gatekeeper Letter	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5	Any other approvals required in order to carry out the proposed research study, e.g., institutional permission (e.g. school principal or company director) or approval from a local ethics or professional regulatory body.	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**10. Final Declaration by Applicants:**

- (a) I declare that this application is submitted on the basis that the information it contains is confidential and will only be used by Unicaf University for the explicit purpose of ethical review and monitoring of the conduct of the research proposed project as described in the preceding pages.
- (b) I understand that this information will not be used for any other purpose without my prior consent, excluding use intended to satisfy reporting requirements to relevant regulatory bodies.
- (c) The information in this form, together with any accompanying information, is complete and correct to the best of my knowledge and belief and I take full responsibility for it.
- (d) I undertake to abide by the highest possible international ethical standards governing the Code of Practice for Research Involving Human Participants, as published by the UN WHO Research Ethics Review Committee (ERC) on <http://www.who.int/ethics/research/en/> and to which Unicaf University aspires to adhere.
- (e) In addition to respect any and all relevant professional bodies' codes of conduct and/or ethical guidelines, where applicable, while in pursuit of this research project.



I agree with all points listed under Question 10

Student's Name: OSCAR LIKANDO KAMWI

Supervisor's Name: DR SANKAR GANESH

Date of Application: 30.06.2023

**Important Note:**

Save your completed form (we suggest you also print a copy for your records) and then submit it to your UU Dissertation/project supervisor (tutor). **In the case of student projects, the responsibility lies with the Faculty Dissertation/Project Supervisor.** If this is a student application, then it should be submitted via the relevant link in the VLE. Please submit only electronically filled in copies; **do not** hand fill and submit scanned paper copies of this application.

**Appendix D: Research Tool (Questionnaire)**



**STUDENT NAME:** Likando Oscar Kamwi  
**STUDENT NUMBER:** R1810D6499616  
**COURSE NAME:** DBA Dissertation (part3)  
**30 JUNE 2023**



## 4. Educational Quali8fication

Schooling	Diploma/UG	Post Graduation	Ph.D./ Other Higher Education
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## 5. Kindly mention your overall years of working experience.

<b>less than 5 yrs.</b>	<b>5 to 10 yrs.</b>	<b>11 to 20yrs</b>	<b>21 to 25yrs</b>	<b>26to 30yrs</b>	<b>over 30 yrs.</b>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## 6. For how long have you worked for this ministry or company? (Please select only one answer)

<b>less than 5 yrs.</b>	<b>5 to 10 yrs.</b>	<b>11 to 20yrs</b>	<b>21 to 25yrs</b>	<b>26to 30yrs</b>	<b>over 30 yrs.</b>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## 7. citizenship

<b>Namibian</b>	<b>permanent resident</b>	<b>temporary visa</b>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## 8. Mention the department or nature of work involved \_\_\_\_\_

## 9. Select the benefits offered by your organization (select more than 3 answers if possible).

<b>Housing</b>	<b>transportation</b>	<b>remote benefits</b>	<b>study grant loan</b>	<b>medical aid</b>	<b>service bonus</b>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## SECTION TWO

## ORGANIZATIONAL CULTURE FACTORS

Describe how you feel about your organizational culture and indicate or no if you: **strongly agree, agree, neither agree, disagree, or strongly disagree**. Please indicate in the last column in the table below with the 5 Likert scale based on your understanding.

<b>Dimensions</b>	<b>Items</b>	<b>strongly agree, agree, neither agree, disagree, strongly disagree.</b>
<b>INVOLVEMENT</b>	Before decisions are made, staff members should be consulted before.	
	Employees are rewarded according to the results they do in their workplace.	
	It is very important to share information to ensure that they are aware of new development in their organization	
<b>CONSISTENCY</b>	All the employees must know the core values of their organization.	
	Each organization is governed by the code of ethics expected from the employees.	
	Organizational problems should find common solutions that will enable the organization to move forward.	
<b>ADAPTABILITY</b>	It is very important to have new ideas in the organization in order to bring environmental change.	
	It is important to provide responses in order to bring changes.	
	Successful organizations have risk-takers who are able to make the organization move.	
<b>MISSION</b>	Organizations should have a strong and clear mission	
	The goals of an organization should be agreed upon by all employees within the organization.	
	Managers should set goals in order to get the tasks done on time	

**SECTION TWO**  
**ORGANIZATIONAL CULTURE FACTORS**

Describe how you feel about your organizational culture and indicate or no if you: **strongly agree, agree, neither agree, disagree, or strongly disagree**. Please indicate in the last column in the table below with the 5 Likert scale based on your understanding.

Dimensions	Items	strongly agree, agree, neither agree, disagree, strongly disagree.
<b>INVOLVEMENT</b>	Before decisions are made, staff members should be consulted before.	
	Employees are rewarded according to the results they do in their workplace.	
	It is very important to share information to ensure that they are aware of new development in their organization	
<b>CONSISTENCY</b>	All the employees must know the core values of their organization.	
	Each organization is governed by the code of ethics expected from the employees.	
	Organizational problems should find common solutions that will enable the organization to move forward.	
<b>ADAPTABILITY</b>	It is very important to have new ideas in the organization in order to bring environmental change.	
	It is important to provide responses in order to bring changes.	
	Successful organizations have risk-takers who are able to make the organization move.	
<b>MISSION</b>	Organizations should have a strong and clear mission	
	The goals of an organization should be agreed upon by all employees within the organization.	
	Managers should set goals in order to get the tasks done on time	

---

#### SECTION FOUR

Given the following statement (tick one number from each statement only) based on the given information please indicate how satisfied you are with the given statement about your organization.

<b>Organizational Image</b>		STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR	AGREE	STRONGLY AGREE
1	My organization has strategic plans, policies, and ways of solving ethical issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	There are channels or mechanisms in place for employees to report ethical concerns or violations anonymously.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	My organization treats everyone equally and with full respect.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	My organization has the full trust of its employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	All employees are involved in the decision-making process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Ethical Commitment of the Employees</b>						
1	I shall never use the organizational resources for my personal benefit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	I shall accept my mistake in my organization and never blame others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	I shall never accept any gift or money for my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	I shall never provide any false information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	I shall be honest with my opinion and to my organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The organizations that participant in this study will be provided with the finding or the outcome of the study. The information which are being provided by the participant will be treated as confidential in line with the consent forms which is being attached to each questionnaire.

Kindly offer any suggestions to improve the ethical behavior of the employees

.....

.....

.....

.....THE END.....

## Appendix E: Focus Group Interview Questions

### Focus group interview questions

How do you perceive the impact of organisational culture on employees' intentions to act ethically in your workplace?

---

---

In your experience, how does organisational culture influence actual ethical behaviours among employees in your organisation?

---

---

What role does the ethical culture of your organisation play in shaping employees' intentions to act ethically?

---

---

How do you think employees' ethical behaviour impacts the overall image of your organisation?

---

---

To what extent do you believe employees' ethical commitment influences the public perception of your organisation?

## Appendix F: Data Collection Summary/ Details

Dissertation Stage 3



## Data Collection Summary / Details

Student's Name: LIKANDO OSCAR KAMWI

Student's ID: R1810d6499616

Start date for data collection: 01.08.2023

End Date for Data Collection: 04.08.2023

UREC Decision Date:

A	B	C	D	E	F	G
Select the tools to be used in your study	Select how the tools selected in column A will be administered (select one or more)	Select what types of questions will be included in the tools previously selected in column A (select one or more)	Number of Participants Participating	Gender of Participants	Age of Participants	Participants Consents
Interviews <input type="checkbox"/>	<input type="checkbox"/> Face-to-face  <input type="checkbox"/> Online with camera (synchronous live discussion with camera)  <input type="checkbox"/> Audio only (synchronous live discussion without camera, i.e., via phone)	<input type="checkbox"/> Open-ended questions  <input type="checkbox"/> Close-ended questions  <input type="checkbox"/> Both open- and close-ended questions  <input type="checkbox"/> Includes section related to demographics		Male <input type="checkbox"/>  Female <input type="checkbox"/>	From <input type="text"/>  To <input type="text"/>	<input type="checkbox"/> Physical (completion of the actual consent form)  <input type="checkbox"/> Retrieved online (through the questionnaire for instance)  <input type="checkbox"/> Guardian Informed Consent
Focus Groups <input type="checkbox"/>	<input type="checkbox"/> Face-to-face  <input type="checkbox"/> Online with camera (synchronous live discussion with camera)  <input type="checkbox"/> Audio only (synchronous live discussion without camera, i.e., via phone)	<input type="checkbox"/> Open-ended questions  <input type="checkbox"/> Close-ended questions  <input type="checkbox"/> Both open- and close-ended questions  <input type="checkbox"/> Includes section related to demographics		Male <input type="checkbox"/>  Female <input type="checkbox"/>	From <input type="text"/>  To <input type="text"/>	<input type="checkbox"/> Physical (completion of the actual consent form)  <input type="checkbox"/> Retrieved online (through the questionnaire for instance)  <input type="checkbox"/> Guardian Informed Consent

## Dissertation Stage 3

A	B	C	D	E	F	G
Select the tools to be used in your study	Select how the tools selected in column A will be administered (select one or more)	Select what types of questions will be included in the tools previously selected in column A (select one or more)	Number of Participants Participating	Gender of Participants	Age of Participants	Participants Consents
Questionnaire <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> Face-to-face self-administered questionnaire <input checked="" type="checkbox"/> Online i.e., via phone or any other platform. The researcher reads the questions to the participants <input checked="" type="checkbox"/> Online asynchronous self-administered questionnaire (i.e., via email)	<input checked="" type="checkbox"/> Open-ended questions <input checked="" type="checkbox"/> Close-ended questions <input checked="" type="checkbox"/> Both open- and close-ended questions <input checked="" type="checkbox"/> Includes section related to demographics		Male <input checked="" type="checkbox"/> Female <input checked="" type="checkbox"/>	From 18 To 60	<input checked="" type="checkbox"/> Physical (completion of the actual consent form) <input checked="" type="checkbox"/> Retrieved online (through the questionnaire for instance) <input type="checkbox"/> Guardian Informed Consent
Experiments <input type="checkbox"/>	<input type="checkbox"/> Face-to-face self-administered questionnaire <input type="checkbox"/> Online i.e., via phone or any other platform. The researcher reads the questions to the participants <input type="checkbox"/> Online asynchronous self-administered questionnaire (i.e., via email)	<input type="checkbox"/> Open-ended questions <input type="checkbox"/> Close-ended questions <input type="checkbox"/> Both open- and close-ended questions <input type="checkbox"/> Includes section related to demographics		Male <input type="checkbox"/> Female <input type="checkbox"/>	From <input type="text"/> To <input type="text"/>	<input type="checkbox"/> Physical (completion of the actual consent form) <input type="checkbox"/> Retrieved online (through the questionnaire for instance) <input type="checkbox"/> Guardian Informed Consent

## Dissertation Stage 3

A	B	C	D	E	F	G
Select the tools to be used in your study	Select how the tools selected in column A will be administered (select one or more)	Select what types of questions will be included in the tools previously selected in column A (select one or more)	Number of Participants Participating	Gender of Participants	Age of Participants	Participants Consents
Tests <input type="checkbox"/>	<input type="checkbox"/> Face-to-face self-administered questionnaire  <input type="checkbox"/> Online i.e., via phone or any other platform. The researcher reads the questions to the participants  <input type="checkbox"/> Online asynchronous self-administered questionnaire (i.e., via email)			Male <input type="checkbox"/>  Female <input type="checkbox"/>	From <input type="text"/>  To <input type="text"/>	<input type="checkbox"/> Physical (completion of the actual consent form)  <input type="checkbox"/> Retrieved online (through the questionnaire for instance)  <input type="checkbox"/> Guardian Informed Consent
Other (i.e. observation Check list)	Summary data collection: the research involved participants from both government ministries and private organization within the Zambezi region in Namibia, the total number of males was 190 compared to total number of female which was 160. most of the participants managed to answer the question online using their phones and computers which was done within a short period of time. the instruction on the questionnaire were well followed by the participants and submitted back to me after completion. there was no guardian informed consent for because most of the participant were not below the age of 18 years.					