

Investigation on Ethical Strategies to Enhance Good Administration

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Abstract: *This investigation sought to investigate about the ethical strategies that enhance good administration. The objectives of the study were achieved through a descriptive survey which was used. This investigation was guided by five objectives such as: The definition of Ethical strategies. However, respondents had different views on this statement and they described ethical strategies as way of applying good methods to improve the organizational performance in terms of administration. The types of ethical strategies that can enhance good administration, respondents on the types of ethical strategies to enhance good administration. However, according to the findings majority of respondents indicated that code of conducts as the guiding principles that enables how employees should conduct themselves in the organization it is one of the significant type of ethical strategy that can enhance good administration, proper communication channels among different departments, recognition in terms of job well done among employees, fair treatment of employees. The findings on the factors that can prevent ethical strategies towards good administration, many respondents indicated that the factors are corruption, nepotism, tribalism, collusion, fraud and moral values in the organization which prevents new developments, lack of employee motivation, lack of honesty and fairness, lack of equality in the organisation and corruption are among the factors that can prevent ethical strategies towards good administration According to findings on the importance of ethical strategies in administration indicated that ethical strategies builds strong relationships with stakeholders, it attracts high qualified employees for the organisation, it enables more employees want to work for the organisation. Based on the findings on the effectiveness of ethical strategies, it indicated that the effectiveness of ethical strategies is to keep employees to be well informed with all information through proper relationships with stakeholders, ethical strategies holds accountable to those who neglect the code of conducts, rules and regulations, and policies of the council, ethical strategies are effective in a way that it helps to revise the evaluate the administration criteria.*

Keywords: Ethical, Strategies, Administration, Methods, Organization

1.1. Introduction to the study

A good administrative ethical strategy is regarded as the main trend in worldwide discourse of administration reforms. In the context of the study, ethical considerations are aiming at curbing and correcting corruption and maladministration (Shafritz, 2011). Ethical strategies is not just about monitoring and policing behavior. It is about promoting integrity, it is about seeking some consensus on what is good behaviour and giving public servants some guidance as to how they should act, make decisions, and use discretion in their everyday work.

This investigation will still seek to find out the ethical strategies that are in place. Having no ethical strategies in place it breeds corruption and unethical behavior which will weaken democracy as well as the impact (Shafritz, 2011).

This research seeks to assess to create ethical strategies as well as to create conducive ethical work environment. Furthermore, this study sets to know the ethical strategies to broaden the prospects of practicing good governance and improved service delivery. The assumption is that good administration has become strong after it was declared a town in 2006. Ethical strategies are defined as an essential to create an ethical organization. The goal of sound ethics and an ethical strategies is shared by most organizations (Ferrell, 2013 p. 61-65).

1.2. Background of the Study

According to Christoph (2015), emphasizes that Ethical strategies towards enhancing good administration is a field of study in terms of discipline and occupation. There is much disagreement about whether the study of administration can properly be called a discipline, Ethics as a social phenomenon can thus be considered as a set of morals, rules and standards governing the conduct of the members of an organization, in this case. Such values, often reflected in established norms, should guide decisions and the implementation of policies.

An interesting view was expressed by Christoph (2015) that Ethical Strategies is concerned with both individual and collective morality, Ethics is a collection of moral principles and views is about a collection of acceptable and also unacceptable actions in public. It involves motive and action. In moral philosophy it deals with values relating to rightness or wrongness of certain actions, and to the goodness or badness of the motives and the ends of such actions. Ethics is concerned with what is morally defensible (p. 61).

According to Ferrell (2013), good administration is determined by objectivity, commitment towards the public, good organization, appropriate communication system, goal and objective orientation, analytical skills, good interpretation, sensitivity of human needs, helpfulness, inventiveness, responsibility and responsiveness (p. 99-101).

1.3. Statement of the problem

The purpose of this research was to investigate on ethical strategies to enhance good administration

Furthermore, it is to find out what real problems are faced towards implementing of ethical strategies as well to find out whether organizations are really achieving its objectives in terms of good administration. It has been noted that in the absence of ethical strategies probability for corruption and mal-administration can be consumed in high levels.

1.4. Purpose of the study

Therefore, the purpose of this quantitative investigation was to explore, advice and create more insight to better understand the real concept and a need for ethical strategies towards enhancing good administration. Secondly, it will make recommendations on how to improve the quality of the services delivered through the implementation of other new ethical strategies in the department. It was felt that if these strategies are in place, it would help them to improve and sustain the quality of the services that they provide.

LITERATURE REVIEW

2.1. Introduction

The topic for this study cuts across more than one significant area in the review of the literature. However, its framework is premised on a strong organization based on the ethical strategies that can enhance good administration. The literature review will highlight on the definition of ethical strategies, the type of ethical strategies that enhance good administration, factors that prevent good administration as well as to determine the effectiveness of ethical strategies. Meanwhile, ethical strategies provides a scheme of principles that guides every individual in making decisions about what is right or wrong and good or bad in a particular situation.

2.2. Definition of Ethical strategies

Based on an extensive review of literature Brown and colleagues formed the following definition: ethical strategies is defined as “the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement and decision-making” (Brown et al., 2005, p. 120).

This definition proposes that ethical strategies serves as role-modelling behavior for followers as their behavior is accepted as appropriate. Ethical strategies communicate and justify actions to followers (Bass & Steidlmeier, 1999, p.3) ethical strategies in administration promotes how individuals should behave according to ethics, by setting ethical standards in the company and reward good ethical conduct (Minkes et al., 1999), ethical strategies incorporate ethical dimension in the decision-making process, consider the ethical consequences of the decisions and above all it makes fair choices. The above definition places ethical strategies among the positive forms of good administration and focuses on ethical behavior and thereby extract personal characteristics, attitudes from the actual behavior.

Ethical strategies provide the foundation for various modern concepts for work, business and organizations, which broaden individual and corporate priorities far beyond traditional business aims of profit and shareholder enrichment. Ethical strategies are also a significant influence on institutions and public sector organizations, for whom the traditional priorities of service quality and cost management must now increasingly take account of these same ethical considerations affecting the commercial and corporate world (Minkes et al., 1999).

According to Shafritz & Hyde (1997) argued that ethical strategies is a discipline about moral and expression and administration is the implementation of that discipline. William Willoughby is well known for his reasoning that administration had common features that were applicable to all branches of government, as well as for his work on budgetary reform (p. 24).

2.3 The types of ethical strategies that enhance good administration

According to Weiss (2014) on ethical issues and management's consultation viewed that during the 18th century, the growing need for administrative expertise led to the establishment of professional institutes and public sectors. Ethical strategies articulate and embody the purpose and values of the organization, focus on organizational success rather than on personal ego, It finds the best people and develop them, create a living conversation about ethics, values and the creation of value for stakeholders, create mechanisms of dissent, take a charitable understandings of others' values, make tough calls while being imaginative, know the limits of the values and moral principles they live, frame actions in ethical terms, and connect the fundamental value proposition to stakeholder support and societal legitimacy, These facts offer a way to understand the type of ethical strategies that is more sophisticated and more useful than just a matter of good character and values (p.264-270).

Previous researchers has identified a wide array of cognitive reasoning on ethical strategies that can promote good administration, Mumford and colleagues consolidated the list of reasoning strategies to a set of seven distinct cognitive types of strategies and established that these strategies can promote ethicality especially in administration (cf. Antes et al., 2007). The strategies are: 1. Empowerment of Employees 2. Communication Policies and Procedures 3. Recruit and Hire Well 4. Educate Staff about what's at Risk 5. Code of ethics and Conducts.

1. Empowerment of Employees

Is the type of ethical strategy that gives employees more power over their work? If employees have an ethical code and more control over their work outcomes, they are likely to justify your trust in them to make the right decision. Empowerment also can produce better results from employees, such as more creative solutions to business problems, when implemented effectively. Give employees a reason to act more ethically and to be more innovative – such as to keep their autonomy over their work – and you will also increase your company's efficiency (cf. Antes et al., 2007).

2. Communication Policies and Procedures

According to Antes et al., (2007) viewed that communication of policies and procedures for information to flow more smoothly and frequently between employees and managers can be an ethical strategy. For example, assigning a manager, HR specialist to create a series of training scenarios that teach employees the right thing to do in common situations faced in your company. These scenarios will help managers communicate the expected ethical behaviors more clearly. In addition, make it easy for employees to report unethical behavior by contracting with an outside service to offer a toll-free reporting hotline, and make sure any allegations are investigated promptly.

3. Recruit and Hire Well

Antes et al (2007) raised an interesting question "How often have you heard "We need to recruit board members of affluence and influence"? The researcher was contend that if the portfolios of board members don't include wisdom and integrity, their affluence and influence often translate into a liability rather than an asset. And the record shows many an organization enduring much pain because of poor (for lack of a better word) board leadership.

4. Educate Staff about What's at Risk

What's at risk? Just about everything. Think Enron, Arthur Andersen, World Com, Global Crossing, and a slew of others, including numerous nonprofits that have suffered greatly because they failed to understand the risks of questionable or unethical behavior (cf. Antes et al., 2007).

5. Code of ethics and Conducts.

According to Antes et al (2007) the government of South Africa developed the codes of Conduct for Public Servants to enhance good administration in 1997. The code provides guidelines to employees with regard to their relationship with the legislature, political and executive office-bearers, other public servants and the public and indicates the spirit in which public servants should

perform their duties, what should be done to avoid conflicts of interests and what is expected of them in terms of their personal conduct in public and private life (Commission Act 46 of 1997).

The code describes the three key thematic relationship areas namely, relationship with the legislature and executive, relationship with the public and with regard to the relationship with the legislature and executive, all public servants in South Africa are required to be faithful to the Republic and honors the Constitution and abide thereby in the execution of their daily tasks; put the public interest first in the execution of their duties, exercise loyalty in executing the policies of the Government in the performance of their official duties as contained in all statutory and other government prescripts; they also have to strive to be familiar with and abide to all statutory and other instructions applicable to their conducts and duties; and therefore co-operate with public institutions established under legislation and the Constitution in promoting the public interest (Commission Act 46 of 1997).

The code also provides the relationship expected between the administration and the public of promoting unity and well-being of the South African nation; serve the public in an unbiased and impartial manner in order to create confidence in the Public Service; be polite, helpful and reasonably accessible in their dealings with the public, at all times treating members of the public as customers who are entitled to receive quality service; have regard for the concerns of the public in performing their official duties and in the making of decisions affecting the public. The code also requires the public servants not to unfairly discriminate any member of the public on account of race, gender, ethnic or social origin, colour, sex, age, disability, religion, political persuasion, conscience, belief, culture or language; nor should they abuse their positions in the Public Service to promote or prejudice the interest of any political party or interest group. Similarly, the code refrains public servants from favoring relatives and friends in work-related activities (Antes et al., 2007).

Larry (2008) made significant points for raising the visibility and values to enhance administration which are however, regarded as types of ethical strategies towards enhancing good administration, he made an interesting view on ethical strategy model used to reach a concrete and evidence based ethics on administration in organizations.

Step one - Descriptive task: At this step the model contends that the administrator must be in a position to have more complete knowledge about the issue brought forward to him and he should attempt to describe questionable situations void of personal feelings (moving beyond the expressive level (Larry (2008).

Step two- defining the ethical issue: Larry (2008) describes that a public official or an administrator has to clearly define the issue at hand before making any decision. Also administrators have to critically examine what is the underlying ethical value that is being addressed. Here the model suggests that administrators have to identify all possible causes of action in respect of the situation using a rationalistic approach which will help him to have complete knowledge of the situation as possible and an assessment of the ethical issue at hand.

Step four - projecting the possible consequences: The administrator at this stage, has to examine all positive and negative results of each alternative by using his moral imagination or existing laws that will deal with the problem (Larry (2008).

2.4 Factors that prevent ethical strategies to enhance good administration

During the late 1960s and early 1970s, the new ethical administration surfaced as a reaction to various factors such as the turmoil in the discipline in terms of its intellectual basis, the client-centered approach and service delivery have become the focus of good administration.

However, Ward (2006), (as cited in Monahan, 2012, p. 63), investigated the factors of ethical failures in administration. In the study, the author found out that ethical failures do not occur because of selfishness, but rather out of leader's ignorance. The author mentions that often an individual who holds a role of leadership deems himself relieved of moral obligations that others follow. When this happens, a leader is more likely to excuse himself from acting ethically. The author proposes that leaders take advantage of more knowledge on leadership ethics to avoid ethical failures.

Factors of ethical strategies towards enhancing good administration in Organizations are the pyramid schemes and financial scandals that have rocked businesses have developed the business fraternity a reputation for its lack of ethics. In an industry where getting ahead and making money appear to take precedence over ethical decision making, it can seem difficult to understand the importance of ethical behavior in business.

On the corporate front, Siemens Ag of Germany was listed among the top 10 corrupt corporations in the world due to poor ethical strategies (Dollin, 2014) and was required by the US Securities and Exchange Commission to pay fines totaling to USD1.6 billion

for breach of the US Foreign Corrupt Practices Act (FCPA) for engaging in a systematic practice of paying bribes to foreign government officials to obtain business (U.S. Securities and Exchange Commission, 2008).

Closer home, a local daily had the headline “Ethics and Anti-Corruption Commission uncovers 42 corruption cases in Kwale within a week” on its website (Chanji, 2015). Clearly, this explains the cause for disillusionment with leadership. The landscape is not any better for the public sector either.

According to the Union of International Associations, the level of factors that prevent ethical strategies, notably in Africa, has driven foreign investors out of the market, and made it virtually impossible to conduct business (Union of International Associations, 2015).

Although, Ethical leadership has been found to be part of the factors that promote good administration and it has the following benefits: reduction of business liability, helping employees make good decisions, assurance of high-quality customer service, prevention of costly administrative errors and growing profits consistently (National Ethics Association, 2015).

On the contrary, Unethical leadership is a dominating factor that prevent good administration and several problems can occur both in the short and long run if unethical leadership practices continue to be abetted within an organization. First, litigation is most certain especially in jurisdictions with independent judicial systems. Breaking laid down statutory provisions can attract severe fines that affect profitability of a company in the short run outweighing its initial gain and destroy company image in the long run. Additionally, executives of companies who consistently engage in unethical behavior and poor ethical strategies cultivate a culture of harmful practices among employees and customers could face criminal charges. Setting of unreasonable and impracticable objectives for employees has a negative effect on employee performance.

Employees may be so concerned with getting ahead and achieving these objectives ignoring laid down procedures and protocol. Further, managers who reward production at the expense of procedure inadvertently condition employees to indulge in unethical practices. Employees who feel acting ethically and following the rules disadvantages them over those who do not feel a lack of motivation, which often leads to a diminution in performance (Litzky, Eddleston, & Kidder, 2006).

According to previous studies, ethical strategies towards administration of health care providers is influenced by many factors. For example, Deshpande & Weihui (2006) studied the factors influencing ethical strategies towards good administration of nurses and doctors in hospitals. They found that ethical of the colleagues had the highest influence on the ethical behavior of each personnel, and unethical behavior of successful colleagues or managers put the personnel under very hard conditions.

Another study by Borhani et al. (2013) in Iran suggested that personal and spiritual characteristics, education, mutual understanding, internal and external control and experience of an unethical behavior are the factors that prevent ethical strategies towards good administration. In a meta-analysis, Kish-Gephart et al. (2010) investigated the sources of unethical decisions at work (mainly commercial settings with some health care settings). Their findings indicated that personal characteristics, ethical intensity and ethical climate and culture play a role in unethical performance of people at work. Among other factors preventing ethical strategies are mentor influence and previous training in ethics.

In Addition Covey, (2006) made an interesting view on factors that prevent ethical strategies are based on both individual beliefs and social concepts, they vary from person to person, from situation to situation, and from culture to culture. Social standards, for example, tend to be broad enough to support certain differences in belief. Without violating the general standards of the culture, therefore, individuals may develop personal codes of ethics that reflect a fairly wide range of attitudes and beliefs. Thus, what constitutes ethical and unethical behavior is determined partly by the individual and partly by culture.

Other studies focus on behaviors that fall below minimum standards of morality, such as lying and cheating. Regardless of the area of focus, unethical acts are of concern to us, and are so common in organizations. For example, recent surveys suggest that 76 percent of employees have observed illegal or unethical conduct on the job within the past 12 months (Covey, 2006).

In government and public service, several politicians and high-ranking officials have been forced to resign in disgrace over ethical indiscretions. A good example would be the New York governor, Eliot Spitzer, who had a reputation for fighting crime. He stumbled into an ethical mess of his own making. The New York governor appeared in a federal complaint charging others with managing an international prostitution ring. Spitzer was named as a client of the crime ring, having hired a prostitute in Washington, D. C (Laurie, 2008).

Another factor of ethical strategies towards administration in organizations is overly aggressive financial or business objectives. Many of these issues relate to decisions and concerns that managers have to deal with daily. Abusive and Intimidating Behavior This is the second most common factor of ethical strategies. These concepts can mean anything from physical threats, false accusations, being annoying, profanity, insults, yelling, harshness, ignoring someone, to unreasonableness; and the meaning of these words can differ by person. Abusive behavior can be placed on a continuum from a minor distraction to a disruption of the workplace, and it is often difficult to assess and manage because of diversity in culture and lifestyle (The wall street journal, February 18,2004).

Conflict of Interest, This is other most common factor that prevent ethical strategies identified by employees, and it exists when a person must choose whether to advance his or her own personal interest or those of others. For instance, a manager in a corporation is supposed to ensure that the company is profitable so that its stockholders receive a return on their investment. In other words, the manager has a responsibility to investors. If she instead makes decisions that give her more power or money, but do not help the company, then she has a conflict of interest — she is acting to benefit herself at the expense of her company and is not fulfilling her responsibilities as an employee. To avoid conflict of interest, employees must be able to separate their personal financial interests from their business deals. As mentioned earlier, it is considered improper to give or accept bribes — payments, gifts, or special favors intended to influence the outcome of a decision. A bribe is a conflict of interest because it benefits an individual at the expense of an organization or society Companies that do business overseas should be aware that bribes are a significant ethical issue and are, intact (the wall street journal, February 18,2004).

2.5 What are the importance of ethical strategies to enhance good administration?

Vlastos (1991) carried out a study on the importance of ethical strategies in administration and the findings states that ethical strategies provides accountability between the public and the administration. Adhering to a code of ethics ensures that the public receives what it needs in a fair manner. It also gives the administration guidelines for integrity in their operations. That integrity, in turn, helps foster the trust of the community. By creating this atmosphere of trust, the administration helps the public understand that they are working with their best interests in mind.

Additionally, a code of ethics creates standards of professionalism that co-workers in the public sector can expect from each other — the public can also expect the same from their leaders. With a strong code of ethics in public administration, leaders have the guidelines they need to carry out their tasks and inspire their employees and committees to enforce laws in a professional and equitable manner (Vlastos, 1991).

According to Vlastos (1991) another importance of ethical strategies in administration is timely and informative communication with the community. This kind of transparency builds trust and prevents or minimizes the potential issues that can arise when information is divulged from outside sources. If there is something of consequence that the public needs to know about, it's better for it to come directly from the leaders and administration. Communication also keeps all parties involved so that they can all work toward a common goal. Good communication ensures that the community can engage their leaders on important issues.

The researcher feels that this type of interdependence and connection will help in distinguishing between various concepts of ethical strategies in administration. This will also help extend morally and effectively the following four functional concepts:

- 1) Accountability of public bureaucracy which helps identifies the relationship between legitimate actions and its link to administration.
- 2) The rule of law and legality wherein public administration should be governed by the law.
- 3) Concepts of professional integrity and autonomy among public administrators which will ultimately help promote the principle of meritocracy.
- 4) Concepts of responsibility and immediate action of administration to its citizens. Consequently, the artful application of such a set of moral commands in concrete situations and circumstances will bear witness to the particular kind of ethical strategies that a specific administrative system or public institution is able to achieve and sustain (Vlastos, 1991).

2.6 Effectiveness of ethical strategies

According to Schoeman (2012) made an interesting view that clear ethics strategy is needed to better enable the organization to realize its ethical goals. Consequently, this strategy needs to

include six focus areas to determine the effectiveness of ethical strategies in administration. The first two provide the initial foundation and the remaining four represent primary focus areas of on-going activity needed to manage a company's ethics.

1. Setting the ethical standards

The ethical strategies of an organization need to be clearly defined via the company's values and rules, including the code of conduct and policies. The values should identify the desired behavioral parameters, which should be translated into acceptable and unacceptable behaviors in the company's code of conduct and supporting policies. The researcher states that the impact of leaders –towards how they must be standards and even more influential because they are such powerful role models. They effectively set, and entrench, the ethical standards of the organization by the values they demonstrate, by what they say and by what do (Schoeman, 2012).

2. Setting up an ethics committee

This is another aspect that determines the effectiveness of ethical strategies, members need to be senior enough that they can make decisions and authorize necessary actions. However, the ethics committee should not assume the role of the sole custodian of ethics in the workplace. Instead, each and every member of the organization should recognize their role and contribution to the company's ethical status – and the committee's success will rest on the extent to which they achieve this buy-in (Schoeman, 2012).

3. Building ethical awareness

Ethical awareness in administration is a powerful approach towards the effectiveness of ethical strategies to enhance good administration, particular as regards to reducing unethical behavior. Visible policing provides a good example of the impact of awareness. The researcher narrates that Ethical awareness can also promote ethical behavior by providing a constant reminder of what is acceptable behavior within the organization. This is especially effective when the visible examples stem from the positive behavior of the leaders of the organization (Schoeman, 2012).

4. Measuring and monitoring ethical status

The measurement and monitoring of a company's ethical status is also a crucial part of the effectiveness of ethical strategies. A positive ethical status lends itself to many benefits, among others, for customer retention, corporate reputations and brand equity, while a negative status can be very damaging on many fronts (Schoeman, 2012).

5. Taking action

According to Schoeman (2012) expressed that the effectiveness of ethical strategies is optimally addressed by a dual approach which includes actions to improve ethical behavior and actions to reduce unethical behavior (much as increasing revenue and reducing costs are addressed separately to improve profits). The most likely areas to determine the effectiveness of ethical strategies will be via values, leadership, organizational culture, communication and training, systems and procedures and transparency.

Another group of researchers, Michael, Ochimana, and Abubakar (2013) argue in their paper that the effectiveness of ethical strategies among civil servants and politicians is in doubt, faced with the rise of complacent attitudes to work, embezzlement of public funds, groupthink mentality, insecurity of lives and property, bribe-taking, and similar vices. Inability to arrest these vices in Nigeria has circumvented considerable sustainable development in the country.

Taken altogether the insights from the considerable literature sources, this chapter concludes that ethical strategies is highly significant for attaining and managing improved ethical behavior and other crucial outcomes in organizations. There have been so much to learn about ethical strategies to enhance good administration beginning from the definition itself of ethical strategies, Types of ethical strategies to enhance good administration, the importance of ethical strategies and the effectiveness of ethical strategies. As Nelson (2015) concluded that, achieving ethical behavior is not just a matter of weeding out a few "bad apples", but instead involves helping others achieve ethical standards that can be accomplished through the demonstration of ethical strategies.

Ethics in the Public Service are based on rules and standards that spell out what is right and wrong (that is, moral) in official work, in the context of Namibia's political, economic, technological and social environment. The Public will judge a public servant by the way he or she behaves in terms of those ethics. Professionalism resides in how skillfully and how well a public servant performs his/her functions and duties. It is our conviction that public sector professionalism can only be established from within

the Public Service itself. This is why the training of staff members on issues of ethics and professionalism is at the heart of “delivering professionalism” (Public Service Act, 1995).

“Any steps to make organizational ethical strategy stronger can succeed only if we actually take the steps” (Nelson, 2015).

3. METHODS

The main sampling method in use is the judgmental or purposive sampling. A situation for purposive sampling occurs when a research is aimed at identifying particular types of cases for in-depth analysis.

The researchers composed data from primary and secondary sources. In spite of the advantages of primary data; the provision of data that matched the researchers' need, the data being current and so on, and data already collected for similar purpose in the research area was also reviewed in order to save time and money (Jha 2008 and Kothari 2004).

4. RESULTS AND DISCUSSION

4.1 Findings

The purpose of this study was to investigate the ethical strategies to enhance good administration. This investigation was supported by the following research questions: What is the definition of Ethical strategies. What are the types of ethical strategies to enhance good administration, what are the factors that prevent ethical strategies towards good administration, what are the importance of ethical strategies in administration and how is the effectiveness of ethical strategies in administration?

The research findings are based on the investigation of ethical strategies that enhance good administration. This research was to find out about the different types of ethical strategies that can enhance good administration and according to the respondents' most of them indicated that code of conducts, proper communication channels, recognition, integrity, fairness, transparency and accountability are the leading types of ethical strategies that can enhance good administration in an organisation.

The respondents agreed to different factors that prevent ethical strategies towards good administration such as lack of knowledge about ethics, cultural beliefs and values among employees, lack of motivation among employees, lack of honesty, fairness and lack of equality are some of the contributing factors that prevent ethical strategies in the organization.

Most of the respondents made their views on the important aspects of ethical strategies in administration by suggesting that it builds strong relationships with stakeholders, it attracts high qualified employees for the organisation, it enables more employees want to work for the organisation and a lot of transparency will be offered. Most importantly, ethical strategies leads to a decrease in employee turnover, and high productivity will be maintained.

Lastly, on the summary of the findings of this study is about the effectiveness of ethical strategies in the council and respondents agreed that ethical strategies promotes and improves the reputation of the council, it improves the councils' administration culture and serves as a motivational tool in the workplace, ethical strategies are so effective in such a way that it will always hold accountable to those who neglect the code of conducts, rules and policies of the organisation, according to other respondents the strategies help to revise and evaluate the administration criteria.

The effectiveness of ethical strategies enables the employees within the council to do the right things for the right reasons. It provides a better framework to the council in order to carry out its' responsibility duties and obligation to serve the council.

5.1 Conclusions and Recommendations

5.1.1 Ethical strategies

It is very much important to understand the ethical strategies in administration and it is recommended to the council that the management must make awareness programmes within the organisation to make them known to all their employees not only the top management should have access to these strategies. By so doing, it will enable them to know how they should conduct themselves in the organisation. Ethical strategies contribute to the smooth and fair administration in the workplace and without ethical strategies it will be very difficult for any organisation to attain its' goals and objectives.

5.1.2 Types of Ethical strategies to enhance good administration

This investigation found out the different types of ethical strategies that enhance good administration and all the findings indicates that they can help organisations administration in order to maintain a good reputation in terms ethics.

The researcher recommends that improving communication channels within the organisation should be the first priority because it will help to share information on ethical strategies to all members. Code of conducts should be well articulated and executed. Another important recommendation is building good relationships and coming up with proper visitation to other organisations in order to observe how other companies are exercising and maintaining their ethical strategies that enhance good administration and how well are they following them.

5.1.3 The factors that can prevent ethical strategies towards good administration.

Although some organisations have their Mission statement, Objectives and goals that guides its operations, the researcher understands that there are factors and obstacles they experience in terms of ethical strategies to enhance good administration. However, it is well recommended to over motivational rewards to all employees that perform and execute their ethical strategies to the best of their abilities as well as communicating about the importance of ethical strategies.

5.1.4 The importance of ethical strategies in administration.

The research recommends that ethical strategies should continue to be exercised in all organizations because it helps in building good relationships with key stakeholders. An organisation requires qualified personnel. Therefore, having ethical strategies in play will attract good, loyal and qualified employees who will be able to do the job well and on time.

5.1.5 The effectiveness of ethical strategies in the council.

The measurement to determine either the ethical strategies are effective is so significant to the growth of the council. Ethical Strategies are regarded as a motivational tool and by doing so, it will enable and promote good administration. It is highly recommended that it will of course help the employees to conduct themselves well and doing the right things.

5.1.6 Recommendations for future Research

This investigation focused on five important aspects that promotes ethical strategies that enhance good administration, the researcher further recommends that other studies should focus more how ethical strategies can be implemented and other studies should look at the code of conducts that need to be followed in relation to ethical strategies and how employees should conduct themselves on their duties to ensure more transparency in terms of administration.

5.2 Conclusions

5.2.1 Ethical strategies

This investigation concludes that ethical strategies is the demonstration of appropriate conduct and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement and decision-making. It promotes how individuals should behave according to ethics, by setting ethical standards in the company among employees, ethical strategies is more based on decision-making process, ethical strategies promotes and forms good administration and focuses on ethical behavior. The study still further concludes that ethical strategies is about moral and implementation of discipline.

5.2.2 Types of ethical strategies that can enhance good administration

Ethical strategies articulate and embody the purpose and values of the organization, it puts its focus on organizational success rather than on personal ego, It finds and promotes employee development by coming up with new skills and knowledge that they will need to do their duties.

Empowerment as one of the examples of ethical strategies can produce better results from employees, such as more creative solutions to business problems, when implemented effectively as well communication of policies and procedures for information to flow more smoothly and frequently between employees and managers can be an ethical strategy.

Code of conducts as another example provides guidelines to employees with regard to their relationship with the legislature, political and executive office-bearers, other public servants. The types of ethical strategies is of significance because it can enhance good administration, proper communication channels among different departments, recognition in terms of job well done among employees, fair treatment of employees. However, integrity in administration, customer service, Transparency on all new developments in the organization, Fairness and accountability during recruitment and selection of new employees are the most important strategies.

5.2.3 Factors that prevent ethical strategies to enhance good administration.

The investigation concludes that personal and spiritual characteristics, education, mutual understanding, internal and external control and experience of an unethical behaviour are the factors that prevent ethical strategies towards good administration. Personal characteristics, ethical intensity and ethical climate and culture play a role in unethical performance of people at work. Among other factors preventing ethical strategies is conflict of Interest, This is another most common factor that prevent ethical strategies, and it exists when a person decides whether to advance his or her own personal interest or self-benefit. Therefore, employees must be able to separate their personal financial interests from their business deals.

5.2.4 The importance of ethical strategies to enhance good administration.

The study concludes that one of the importance of ethical strategies is that it gives and serves as a guideline to the administration in order to maintain integrity in their operations, ethical strategies create an atmosphere of trust to the administration and it helps the public to understand that they are working with their best interests in mind. They serve as transparency tool which builds trust within the organization, it helps to reduce employee turnover in the organization and ethical strategies attracts highly skilled employees. Ethical strategies promotes accountability of public on all the organizations operations.

5.2.5 Effectiveness of ethical strategies

The effectiveness of ethical strategies to enhance good administration. The study concludes that Ethical awareness can also promote ethical behavior by providing a constant reminder of what is the acceptable behavior within the organization. The most likely areas to determine the effectiveness of ethical strategies will be via values, leadership, organizational culture, communication and training, systems and procedures and transparency. Ethics in the Public Service are based on rules and standards that spell out what is right and wrong. The reputation and the relationship with stakeholder will be improved. These strategies are guidelines for every employer and the organization at large therefore, it is of paramount for organizations to implement and practice all ethical strategies.

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