**POLYTECHNIC OF NAMIBIA**

**HAROLD PUPKEWITZ GRADUATE SCHOOL OF BUSINESS**

**Exploring the impact of work ethics on specific workplace practices in the ministry of Home Affairs & Immigration**

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Thesis presented in partial fulfilment of the requirements for the degree of

Master of Leadership and Change Management in the Harold Pupkewitz Graduate School

of Business at Polytechnic of Namibia

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**July 2013**

## DECLARATION

By submitting this study, I declare that the entirety of the work contained therein is my own, and is original work. I have not previously in its entirety or in part submitted it for obtaining any qualification.

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## ACKNOWLEDGEMENTS & DEDICATION

### *To God be the Glory*

No one can claim full credit of any measure of success in any endeavour. Just as it takes a village to raise a child, it takes many minds to conduct a successful study, especially of this magnitude. As such, this work is a synergistic product of many minds. In this regard, I would like to express my eternal gratitude and thanks to the following people:

- Professor G. Whyte for coordinating my research study.

- D.R. Mpunwa (DBA candidate Weldon University) Harvard Business School for editing my script.

- Mr. Eden T. Shipanga for supervising my work.

- I also convey my thanks to the leadership and entire staff of the Ministry of Home Affairs and Immigration for their co-operation and authorisation in conducting this research study.

- Special thanks to the Polytechnic of Namibia's Chief Librarian Miss Bernadine Chanetsa for granting me with very good resources.

- Finally, I would like to express my eternal gratitude and heart-felt appreciation to my wife and son, for your relentless patience and understanding during the entire process of my research.

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# Abstract

The title of this study is: Exploring the Impact of Work Ethics on Specific Work Practices in the Ministry of Home Affairs & Immigration's Division of Alien Control, Citizenship and Passports. It's a mixed research and one of the objectives is to test the correlation between the ministry of Home Affairs and Immigration and the public's perception on work ethics. The intention of the research is: To assess the employees' understanding and perceptions with regard to work ethics. To establish how work ethics impact on specific workplace practices within government ministries. To identify appropriate workplace practices that can contribute toward better performance and service delivery within government ministries.      The respondents articulated that customer service at Home Affairs & Immigration is very poor. The frontline officers are not friendly, very hostile, rude and don't have time to listen to customers. The researcher observed that the Home Affairs staff  are very argumentative towards clients and leave the counters unattended. The major finding was that there is lack of training among Home Affairs staff. The majority of those who have been trained have a problem of applying what they have been taught at government training offices. The researcher also observed that there is too much workload for the staff to cope with the work and there is a need to employ more personnel in order to improve the processes.

The realization of the study is that poor work ethics has a negative impact on the Ministry of Home Affairs. The researcher unravelled that negative components of punctuality, honesty, dependability, efficiency, positive work habits, friendliness, job satisfaction, professionalism will all impact negatively on the performance of an

organization. The performance ratings by the government on average show that it is

good.

# CHAPTER 1 Introduction

*"A good work ethic gets jobs done faster" Herkimer Brisbane*

## 1.1 Introduction

Generally, it is perceived that services offered in public institutions, especially government ministries are not always satisfactory. This perception is supported by another perception that suggests that there is generally a poor work ethic within government institutions which largely contributes to a perceived low productivity. According to Bukhari and Haq (2011), public services are designed to serve the public at large and public servants are specially made to ensure the smooth functioning of government departments. They further point out that the public service hold a fundamental position in acting as mediators between the common man and execution of the government's policies. Their job is quite dreadful as they have to perform their duties with esteem, representing the government and providing assistance to members of the public.

In Namibia, public institutions are not immune to this perception. Work ethics in government institutions are perceived to be very low and thereby hampers the realisation of planned objectives that are of national interest and concern. Lack of development in the country or delay in the implementation of national programmes, is often blamed on poor work ethics from the part of civil servants.

In his contribution to the National Budget Debate of 2010 – 2011, the Deputy Minister of Works and Transport of the Government of the Republic of Namibia, Kilus Nguvauva noted that work ethics and a sense of professionalism in Namibia are disturbing. Nguvauva stated that the

pride of one's work has dwindled amongst the employees. The deputy minister also observed that employees lacked professionalism and ethics. He concluded by indicating that emphasis on work ethics and a sense of professionalism should be cultivated among workers of different responsibilities, especially those in the public service (Namibia National Assembly, 2011).

Roberts (2010) observed that there are a variety of work ethics associated with productivity and non-productivity. She argues that the best way to increase one's productivity is by increasing one's work ethic.

Although concepts such as work ethics appear to be rather difficult to define and measure, there is existing literature that clearly suggests that these concepts can actually be measured with clearly defined indicators. According to Frenz (2011), the exact definition of "good" work ethics is subjective, but many people consider certain characteristics as ethical and others as unethical. She further observed that good work ethics often inspire others to act in similar ways.

This research seeks to explore the impact of work ethics on specific work practices in the Division of Alien Control, Citizenship and Passports within the ministry of Home Affairs and Immigration of the Republic of Namibia. In addition, it also seeks to investigate employees' perception with regard to work ethics.

## 1.2 Background of the Problem

There is an overwhelming common belief that public institutions, particularly government ministries continue to under-perform due to poor work ethics. The general public itself seems to be convinced that the services offered by government institutions are not satisfactory, and as such the public seems to have developed a negative attitude toward

government employees. Relating to this fact, Shoop (2011) noted that if you were expecting the news about public attitudes toward government employees would get better any time soon, then prepare to be disappointed.

According to a Rasmussen poll release, 70 percent of Americans think that private sector employees work harder than their counterparts in the government sector, and only 7 percent of respondents think public sector employees work hard (Shoop, 2011).

This perception seems to be a global one, and is not limited to only certain nations or group of people of a particular race. Even though this research is not a comparative study between government employees and private sector employees, nonetheless, it appears as if people's attitude towards work and productivity changes when working within a public sector. According to Volker (2008), a survey conducted in the United States of America shows that the public believes that government employees "work less hard" and are "less productive" than their private sector counterparts.

It is important to note that the question of work ethics and public confidence is not a new one. In 1952, Adlai Stevenson, the governor of Illinois remarked that public confidence in the integrity of the government is indispensable to faith in democracy, and when we lose faith in the system, we lose faith in everything we fight and spend for (Garafalo & Geuras, 2008).

It appears that the poor performance in the public institutions could be attributed to the lack of, or collapse of ethical and professional standards. Ethics, the standards of behaviour that tell us what we should do in our personal and professional lives applies to all individuals, organisations and society as a whole (Roberts, 2010). High ethical standards are especially

important in the public sector because they are key to credible reputation, and lead to increased support for government institutions.

There is a lot of ample evidence that suggest that an individual's sense of work ethics has a direct impact on his or her performance at the work place. Therefore, it should come as no surprise that the average organisation has a set of "core values" that are supposed to regulate the behaviour of its employees and ensure an ethical environment conducive for productivity. This is supported by Nadler (2010) who claims that creating a culture of ethics in an organisation can best be accomplished with the adoption of a values-based code of ethics.

According to Namibia's Public Service Act (1995), there is a growing concern about the work ethics of employees within the public sector, particularly government institutions. The Public Service Ethical Standards as enshrined in the Public Service Act (Act 13 of 1995) and the regulations promulgated there under, among others require all public servants to perform their duties with professionalism and integrity and serve the government of the day efficiently.

**1.3 Statement of the Problem**

The research problem is rooted in the perception that members of the public believe that a significant percentage of government employees continue to demonstrate poor work ethic. The "take-it-easy-mentality" and lack of urgency attitude of most civil servants has led to unsatisfactory performances, and has tarnished the overall image of the public sector. National development programmes often are delayed and in some cases collapsed due to the lack of work ethics many government employees.

Some of the common workplace practices that could be attributed to poor work ethics among civil servants are:

- Showing up late for work;

- Insubordination;

- Disregard for established code of conduct;

- Lack of urgency when on duty;

- Chatting for long hours on the phone;

- Being impolite or rude to service seekers;

- Extended breaks and lunches;

- Delivery of poor quality services;

- Improper and unprofessional dressing code;

- Abscond from work;

- Not a team player;

- Not willing to go the extra mile, or going beyond the call of duty.

Although there is a widespread perception of poor work ethics in government institutions, there is very little documented evidence to support this widely held public view.

**Main Research Question**

This study thus addresses the crucial research question:

**What is the impact of work ethics on specific workplace practices in the Division of Alien Control, Citizenship and Passports of the ministry of Home Affairs and Immigration of the Republic of Namibia?**

In order to answer this question, a number of pertinent sub research questions need to be asked, namely:

1. What can be defined as good work ethics in a government ministry?

2. What are the employees' perceptions towards work ethics?

3. How do work ethics impact on specific workplace practices?

4. Can one develop ideal work practices that can benefit both the institution and the public?

**1.4 Purpose of the Study**

The aim of this study is to investigate the impact work ethics has on workplace practices in the public sector, especially government ministries. The underlying philosophy of the study is to bring to the fore employees' perceptions that motivate the attitude of poor work ethics in government institutions.

The rationale behind this is twofold. First, this study will explore the perceptions of the employees in government with regard to their personal work ethics, and how that impacts the overall performance of the institution. In this regard, emphasis will be placed on specific workplaces practices that could be the result of the employees' work ethics.

Secondly, this study will seek to identify appropriate work place practices that will advance and promote the goals of the institution, and inevitably, this could also cause the general public to eventually change its perception and attitude toward public sector's sense of work ethics and performance.

**1.4.1    Objectives of the Study**

**In order to comply with the overall purpose of the study, the following are the research objectives:**

1. To **assess** the employees' understanding and perceptions with regard to work ethics.

2. To **establish** how work ethics impact on specific workplace practices within government ministries.

3. To **identify** appropriate workplace practices that can contribute toward better performance and service delivery within government ministries.

4. To **ascertain** whether there is a correlation between the public's view of government employees' work ethics, and the actual workplace practices within the institution. This can only be verified after study has been fully conducted.

**1.5 Significance of the Study**

In support of the significance of this study, the purpose and objectives of the study is stated above. Nevertheless, in the context of Namibia, there is a national outcry and grave concern about the quality of service delivery in the public sector. The public strongly hold the perception that public office bearers' attitude and behaviour towards service delivery is not in the interest of national development. Roberts (2010) asserted that work ethics include not only how one feels about their job, career or vocation, but also how one does his / her job or responsibilities.

In addition, the significance of this study is embedded in the fact that it will inspire those working in the public sector to think about their own work ethics and productivity. The study could therefore serve as a tool to sensitize the public sector to review its stand on issues relating

to work ethics and productivity. This might open up debates on what the public sector can do to promote a culture of good work ethics and productivity with the aim to achieve better results, and improve its service delivery to the public.

Finally, as mentioned in the introduction and background of the study, the conclusion that the public sector is suffering from poor work ethics is largely based on public perception with little empirical evidences to strongly support these perceptions. This study could assist in either supporting or dismissing this widely held public perception.

**1.6 Methodology of the Study**

This study consists of a literature study (theoretical) as well as an empirical study.

The literature study aims to explore the concept of work ethics, as well as highlighting the public perceptions with regard to work ethics in the public sector. The literature study further explores the impact of work ethics on specific workplace practices within the Ministry of Home Affairs & Immigration. This will provide an insight and understanding into the research problem, as well as the necessary background to guide the empirical part of the study.

The empirical study consists of a self-administered questionnaire which was hand-delivered to the respondents at the Ministry of Home Affairs & Immigration. The ministry has a total of three divisions, but only one division (Alien Control, Citizenship and Passports) was chosen for the study, as most of the perceived challenges are from this division.

Questionnaires in hard-copy format were chosen, even though they were time-consuming, they allowed the researcher to personally engage the respondents and explain the purpose and importance of the study. In addition, the researcher was able to clarify any

uncertainties, or respond immediately to any question the respondents might have with regard to the study. Personally delivering the questionnaires to the respondents enabled the establishment of a relationship between the researcher and the respondents, and thereby creating a sense of trust. This ensured a high level of participation, cooperation and timely completion of the questionnaires.

When the questionnaires were completed, they were coded, the data captured into a statistical software package and analysed.

## 1.7 Limitations of the Study

The following limitations will apply to the study:

Due to the limited time frame and the vastness of Namibia, this study will confine itself only to one government ministry (Ministry of Home Affairs & Immigration) within the Capital City (Windhoek). This limitation was precipitated by time and budget;

The concept of work ethics is in nature an ethical issue, and thus often forces individuals, whether voluntarily or involuntarily to interrogate their own position on the subject. Furthermore, individuals who may not be honest enough with themselves may present information that may not necessarily be accurate.

## 1.8 Assumptions of the Study

According to Leedy and Omrod (2010), assumptions are defined as "self-evident truths, the *sine quo non* of research." Leedy and Omrod (2010) further state that the assumptions made by a researcher must be valid, or it will render the research meaningless.

In this context, the purpose of including assumptions in this study is motivated by the nature of the subject matter, i.e. work ethics within the public sector. This is so because various people have different perceptions with regard to the quality of work ethics within the public sector. Furthermore, employees of the public sector also have a different understanding and interpretation as to what constitutes good work ethics.

As such, the study has made the following assumptions:

- All employees of the Ministry of Home Affairs and Immigration wish to have good work ethics and serve the public better;

- Every member of the public wish to receive good services from the public sector employees;

- The public will be willing to voluntarily provide data due to the relevance of this study to their lives and experiences;

In this regard, quantitative research is an appropriate means to determine the relationship between the public perception on public sector's work ethics, and the actual workplace practices.

## 1.9 Delineation of the Research

Although the research seeks to explore the impact of work ethics within the Ministry of Home Affairs & Immigration, the study will only target one division, the Division of Alien Control, Citizenship and Passports. It is important to point out that only a sample from this division will be targeted, and not the whole division. The sample will be drawn from participants within supervisory, non-supervisory, as well as the frontline staff that deals with the public on a daily basis.

**1.10    Definitions of Terms**

For the purpose of this study, the following definitions will apply:

Work ethics: Roberts (2010) defines work ethics as the science of good conduct in the work setting." She continues to postulate that work ethics is an integral and crucial element for productivity, efficiency and vibrancy in the work place. Lattal (2007) indicates that work ethics involve such characteristics as honesty and accountability. According to Garafalo and Geuras (2008), work ethics are intrinsic, they come from within.

It is important to note that from the above understanding of the concept "work ethics" primarily refers to the moral conduct that is acceptable to the work environment. Weisbord (2008) refers to work ethics as the philosophy defining what is right or wrong in the work place.

He further suggests that every work is based on a philosophy which addresses an organization's corporate vision and mission statement.

Johnson (2007) outlines the following basic work ethics:

- Transparency and accountability within the organisation;

- Obedience to rules and regulations;

- Respect for established authority;

- Respect for time;

- Respect for fellow colleagues;

- Honouring targets, results and deadlines;

- Honesty to the employer;

- Doing a job well;

- Remaining focus on work schedules and targets;

- Dressing code;

- Positive attitude towards public funds;

- Industry;

- Understanding your schedule and duties;

- Inter-personal relations skills;

- Showing up for work;

- Honest labour.

Based on the definition and understanding commonly shared by the authors above, one can safely conclude that work ethics have to do with moral standards, principles and ethical behaviour in a given work environment.

**Public Sector:** The Collins' Concise English Dictionary (2000) defines Public Sector as part of an economy which consists of state-owned institutions, including nationalized industries and services provided by local authorities.

According to Bowett (2009), public sector organizations are owned and controlled by the government. He further asserts that public sector organizations aim to provide public services in most cases free at the point of delivery." For the purpose of this study, public sector would refer to government ministries.

From the above definition it is clear that the term "public sector" refers to government-owned and managed institutions, as opposed to private ones.

**Perceptions:** The term "perception" will be used in this study as an all-inclusive term that will represent the various personal views of the employees to be interviewed.

**1.11    Outline of the Study**

The outline of the study is done in such a way that it follows a sensible order to build up to the specific research problem and objectives.

**Chapter 1: Introduction**

This chapter comprises the introductory part of the study. The background and significance of the study is discussed, and the research problem and research questions are clearly defined. The purpose and objectives of the study is clearly stated. The study methodology, the study limitations, as well as the definition of terms are also highlighted in this chapter.

**Chapter 2: Literature Review**

Chapter two focused on the definition and understanding of the concept of work ethics. The chapter explores various aspects of work ethics within the public sector, such as:

- Public's perception on public sector's work ethics;

- What constitutes good work ethics;

- Employees' perceptions and attitudes towards work ethics;

- Factors that influences employees' work ethics in the public sector;

- The benefits of good work ethics;

- Impact of work ethics on specific workplace practices;

- Identification of appropriate workplace practices for the public sector.

**Chapter 3: Research Design & Methodology**

In chapter three the research philosophy and design is discussed. The methodology and specific methods used to gather the empirical data is outlined. The chapter also looked at the reliability and validity of the research. Ethical considerations are clearly indicated.

## Chapter 4: Results and Findings

Chapter four analysed and presented the findings of the research. The research sample is described and the research limitations are highlighted. All research findings are reported by means of mixed research, i.e. a combination of qualitative and quantitative, as well as reliability and validity tests. Key findings of the research are discussed and summarised. Research objectives and hypothesis of the study are revisited.

## Chapter 5: Conclusions and Recommendations

Chapter five consists of an overview of the research findings of the study in relation to the literature review and the statistical analyses undertaken. The limitations of the study are addressed, and selected recommendations for further study in the field of work ethics in the public sector are made. In the conclusion, final comments are made.

### 1.12 Conclusion

Chapter one deals with the introduction to the topic, the background, the purpose and significance of the study. It formulated the problem statements and the motivation for the study, and discussed the research. Objectives and assumptions made were discussed, and definitions of key terms were provided.

# CHAPTER 2 Literature Review

*"Civil servants have a bad reputation of being lazy."  Dur et al (2004)*

## 2.1 Introduction

Different people have a different understanding and perceptions as to what constitute good or bad work ethics. However, according to Roberts (2010), work ethics are the science of good conduct in a work setting and they are an integral and crucial element for productivity, efficiency and vibrancy in the work place.  Work ethics can also be defined as the philosophy defining what is right or wrong in the work place (Weisbord, 2008).

However, Joshi (2012) acknowledges that the term work ethics is very difficult to explain in just a couple of sentences. Nevertheless, she defines work ethics as the standard measure that control all functioning in a professional environment. She further postulates that the practices individuals opt for (to finish the work) should be 'clean', acceptable and should abide by concerned laws.

The fundamental understanding of work ethics is that it is primarily based on moral principles and values that an employee may display within an organisation (Winston, 2011). She further maintains that how effective and efficient an individual works will largely be determined by their perception of work ethics. In addition, there tend to be a strong correlation between an employee's work motivation and his performance (Winston, 2011).

Work ethics involves characteristics such as integrity, responsibility and accountability. In fact, an individual's work ethics will essentially determine what one would do or wouldn't do in a particular situation. Therefore, the important question that need to be asked is, what is the

individual's perception with regard to work ethics, and what does he or she considers as being right or wrong, acceptable or not.

According to Home (2013), throughout the last few years, there have been an increasing number of public sector employees whose work ethics, such as honesty, integrity and accountability have been rather shady and have a negative impact on other people.

This chapter will provide a theoretical discussion on the concept of work ethics in the public sector, as well as government employees' perceptions on work ethics. Furthermore, this chapter looks at the impact work ethics has on specific workplace practices, as the main research question. This chapter concludes with a discussion on the ideal workplace practices that would benefit government ministries, and as such influence the general public perception on the quality of government's service delivery.

## 2.2 What are Good Work Ethics?

As stated in the introduction, the concept of work ethics is understood differently by different individuals. Yet, although there appear to be various understanding and interpretation of the concept of work ethics, there tend to be an overwhelming consensus that good work ethics has a positive impact on the individual and institution. There is no doubt that having a good work ethic can take an employee a long way in their career. According to Goessl (2009), good ethics starts with the individual. She maintains that although good ethics starts with the individual, it is much broader and relates to how the organisation defines ethics philosophy.

The question that needs to be answered is: what is a good work ethic? According to Mueller (2005), people often refer to someone as having a good work ethic when they work hard. He continues to argue that having a good work ethic refers to being professional, diligent and

caring about your work. This view of good work ethics is shared by Lawrence (2009) who observed that good work ethics has got to do with reliability, positive helpful character, proper communication and goal-oriented.

In addition to the above examples of what actually constitutes good work ethics, Makiriyado (2012) identifies the following as good work ethics:

- Honesty;

- Dependability;

- Efficiency;

- Positive Work Habits;

- Initiative;

- Humility;

- Positive Attitude;

- Teamwork.

### 2.2.1 Attitudes toward Work Ethics

In an article posted by eHow (2012) on the internet, titled "How to Know Good Work Ethic and how it can Benefit You", the author observed "it is a good initiative to have a great manners at work because your co-workers pick up on it and they will act in response to your mood and if it is positive or negative. So having a good approach is also a part of having a good work ethic."

However, Duggan (2013) argued that good work ethics do not just happen but that they are derived from a positive mental attitude. She thinks that a positive attitude toward maintaining

high principles for work ethics usually creates a productive habitat in which people take pride in the work and customers. Duggan raised a fundamental point of what constitutes a good work ethic, and that is the aspect of "taking pride" in one's personal work. Therefore, an important question that needs to be asked is, i.e. how many government employees actually take pride in their work? How many actually enjoy and love their work? How many actually take personal responsibility and ownership for their work?

Johnson (2007) attempted to answer the above questions when he pointed out that good work ethics have to do with "a cultural custom that advocates being personally answerable and conscientious for the work that one does and is based on a belief that work has intrinsic value." From this thought, one can conclude that the attitude that eventually produces a good work ethic should actually start with the individual employee. In other words, the employee should be able to do the following:

- Take personal responsibility for their work

- Take personal accountability for their work;

- Take ownership in their work;

- Derive satisfaction from their work;

- Believe in their work;

- Understand that good work ethics should become a cultural norm, something that should be evident every day.

In addition to the above, arriving on time and departing at the scheduled time, effectual employees habitually produce the work they were hired to complete. Repeated inexplicable absences or missed appointments lessen productivity, which tends to impinge on the rest of the

organisation. By demonstrating a positive attitude toward work, employees get work done in an appropriate manner and ensure customer satisfaction.

It is evident that good work ethics are embedded in individual attitudes toward work, and the value they attached to work. This implies that positive attitudes produce good work ethics and negative attitudes produce undesirable work ethics. As such, there is a strong correlation between positive attitudes and good work ethics.

### 2.2.2    Motivation and Work Ethics

As mentioned earlier, good work ethics are derived from positive attitudes. Yet, what is the source of positive attitudes? The answer lies in individual motivation. The term motivation is an etymology from the Latin word *mouvere,* connoting to move (Frey, 2009). In government, motivation occupies a fundamental position. This is because it is concerned with influencing people to work to the best of their capability. Okojie, Akindele and Adetayo (1998) while summarising diverse definitions of motivation, bring to a close that motivation refers to the process of being enthused or influenced to act in a meticulous way in order to realize goals laid down by the organisation.

From this understanding one can conclude that motivation play a very crucial part in the development of good work ethics. In other words, to what extend are government employees motivated to go the extra mile in rendering quality service delivery? And are these employees motivated to come to work in the first place? What factors can motivate government employees to develop positive attitudes toward work? These are pertinent questions that need to be answered because clearly employees' work ethics are influenced by their motivation levels.

Robbins and Judge (2012) referred to various theories of motivation, that influence employees' performance. These theories include among others the following:

**1). Hierarchy of Needs Theory:** This theory is also known as Abraham Maslow's hierarchy of needs, which states that once certain needs are met within individuals, the motivation levels goes up. These needs include: physiological, safety, social, esteem and self-actualisation (Robbins and Judge, 2012)

**2). Theory X and Theory Y:** Under theory x, the assumption is that employees are not motivated, and are thus lazy, dislikes work, dislikes responsibility and must be coerced to perform. Under theory y, the assumption is that employees like work, highly motivated, are creative, seek responsibility, and can exercise self-direction (Robbins & Judge, 2012).

**3). McClelland's Theory of Needs:** This theory advocates that factors such as organisational policy and administration, supervision and salary, when these are adequate, employees will be satisfied and motivated to work (Robbins & Judge, 2012).

From the above three theories of motivation, it is evident that employees' personal wellbeing plays a critical part in the way they perceive work, and the importance they attached to it. Most governments are known for paying lower salaries than the private sector, and thus the issue of pay and benefits becomes a major motivating among employees. Therefore, when an employee's basic needs are met, they tend to display a higher level of motivation and work ethics, as pointed out under Maslow's Hierarchy of Needs.

It has been proven that unsatisfied workers can cause frustration, de-motivation, conflict and stress in the workplace (Duggan, 2013). As such, motivation plays a crucial role in the management of workplace frustration, conflict and stress. Drawing from the definition of

motivation, motivation becomes real motivation when it is able to induce and energise employees to deliver to the best of their ability. When employees are not truly motivated, the employees are usually unable to deliver to the best of their ability, because their personal needs and wellbeing are not met. Therefore, in an environment like that, low productivity often becomes the trend, while good performance and efficiency become elusive.

There is another school of thought on the subject of motivation, and they believe that, good work ethics should not necessarily be derived from the fact that employees' personal needs are met, but that there should be something more to motivate their good performance. This line of thinking is better pointed out by well-known statements such as:

- "Ask not what your government can do for you, but what I can do for my government." (Kennedy, 1961)

- "Even if I depart this life in the service of the nation, I would be swollen with pride of it. Every drop of my blood will contribute to the growth of this nation to make it strong and dynamic," Indira Mahatma Ghandi (Brainy Quotes, 2001)

Both statements above clearly hint to the fact that personal reward and satisfaction should not be the source of employees' motivation, instead, employees should be motivated by a sense of personal responsibility, accountability and obligation to their countries. In other words, when employees go to work, they should be motivated by the fact that they are contributing toward the improvement of their organisations and countries, and that they are serving humanity.

This kind of motivation tend to be more sustainable than the one that is a result of the fulfilment of a personal need, as employees will always have needs, and in some instances, the employers may not always be able to satisfy such needs. It thus becomes unsustainable.

### 2.2.3 The Benefits of Good Work Ethics

That a good work ethic has tremendous advantages is probably beyond question. This thought is shared by Goessl (2009) when she remarked that individuals possessing a strong work ethic not only benefit society or the business, but also it benefits the individual too. This means that an employee's sense of work ethics can actually cause an organisation to either succeed or fail. This is an important point to note because organisations do not fail by themselves, they fail when the employees who were supposed to ensure corporate success, fail to produce the desirable results. Simply stated, organisations fail in the presence of poor work ethics. Similarly, organisations succeed in the presence of good work ethics.

Therefore, there are many benefits to maintaining a good work ethic in an organisation. Various authors have identified and documented several advantages of work ethics. These include among others the following:

**a). Establishment of a Great Personal Reputation:** Goessl (2009) noted that when an employee acts with a strong moral conduct, they establish a great reputation for themselves which also reflects on their organisation as well. This should come as no surprise because employees are usually the ones that maintain the image and reputation of any organisation, and therefore, their work ethics have a direct impact on the success of the organisation. In addition, good work ethics also benefits the individual employee in that it provides intrinsic reward and motivation.

Burbank (2008) went a step further by maintaining that not only does a good work ethic produce a great personal reputation for the individual, but that the employee actually becomes a role model to their peers. He observed, "You can really impress the ones you work with and your

superiors if you can have a good attitude, be on time and lead by example." Role models are usually people who lead by example, especially in terms of their conduct.

**b). Enhanced Job Satisfaction:** There appear to be a relationship between work ethics and job satisfaction. Mintz (2011) pointed out the inter-dependence between job satisfaction and work ethics when he observed that while ethical behaviour promotes job satisfaction, job satisfaction also promotes ethical behaviour. It is self-evident an employee who is happy will probably be more prepared to go the extra mile in delivering quality services, as opposed to an unhappy colleague. In their research paper, Employee attitude and Job Satisfaction, Saari and Judge (2004) remark that happy employees are productive employees. Productive employees are most likely to achieve the desired results.

## 2.3 What are Employees Perceptions toward Work Ethics?

Different employees in the public sector have different perceptions with regard to work ethics. An employee in a supervisory position will have a different perception with regard to work than someone who does not necessarily perform a supervisory function. This assertion is supported by Petty (2005) when he wrote in his paper, Perceived Work Ethics of Supervisors and Workers, "The work ethic embraced by supervisors may not coincide with those of the workers they manage."

The question that we need to answer is, what determines an employee's perception towards work? Hill (1997) attempted to answer this question when he observed that the occupational work ethic is displayed in an employee's work behaviour, and is based on the employee's personal values and mores. However, in her research paper, Krystyna (2002) pointed out that there are other factors that shape employees perceptions toward work. She maintains that

employee perceptions are greatly influenced by what employees consider as important about their work. These could be:

- High income

- Employment stability

- Interesting work

- Self-direction at work

- Profitable for society

- Improving own qualifications

- Related to helping others

- Independence in the  work-time organization

- Opportunities for promotion

In addition to the above, there are other factors that determine employees' perceptions towards work. In Attitudes to Work, Eriksson (1998) asserted that perceptions vary between socio-economic classes. A study on worker's attitudes and perceptions revealed that a higher proportion of unskilled workers than skilled workers say that they only work for money (von Otter, 1978).

A difference was also noted between private and public employees' perception towards work. Wallop (2010) reveals that public sector workers are a third more likely to take a day off sick than their private sector counter parts. Wallop further observed that data released by the National Statistics in the USA also indicated that overall absence from the workplace has been on the increase since the end of the recession in 2008. From the above evidences, people working in the public sector find it much easier to be absent from work. Absenteeism without substantive

justification is a major problem in the public sector. This phenomenon is often motivated by the fact that there are very weak control and supervision mechanisms in the public sector. In most cases the supervisors are themselves guilty of absenteeism, and consequently weakens their exercise of authority over those they are responsible for leading.

## 2.4 How do Work Ethics Impact on Specific Workplace Practices?

Most organisations appreciate the importance of work ethics, and their impact on employee behaviour and performances in the work place. According to Assad (2013), an organisation's code of ethics encompasses the principles all employees are expected to follow. She further argues that these principles are intended to guide your decision-making and workplace behaviour. Codes of ethics significantly impact on employees' work practices, because employees are expected to follow the principles when at work.

There appear to be a strong correlation between work ethics and organisational success. Batton (2013) noted "ethical business practices are not just an example of selfless do-goodism, they are essential for sustainable growth, increased employee productivity and reliable investment in your business." Work ethics have a strong influence on individual and corporate success in any organisation. This view is shared by Surana (2008) when he wrote that following ethics in the workplace will lead to personal development in many ways. He further indicated that the following workplace practices will be evident in an employee who is guided by strong ethical principles: "You will work efficiently and diligently, and becoming a good example of professionalism."

Generally organisations have instruments in place to ensure and enforce certain workplace practices, such as Code of Conducts or Code of Ethics. However, as indicated earlier,

employees with good work ethics will most likely demonstrate good work practices. This implies that their work ethics will determine the kind of behaviour and practices that are in line with the organisational goals and direction. It is important that one first understand some of the "code of ethics" that are common in the work places. According to Lalwani (2010), the following are key common workplace ethics:

- Trust;

- Respect;

- Integrity;

- Honesty;

- Reliable;

- Productive

- Transparency;

- Accountability;

- Responsibility;

It is therefore assumed that once an employee demonstrates the above qualities, they will have a bearing on his workplace practices. Erskine (2013) identified the following workplace practices as either direct or indirect results of an employee with a good work ethic:

**a). Practice Punctuality**

Punctuality says a lot about an employee's character. In her article "Why is Punctuality Important" Belcher (2012) observed that punctuality reflects on an employee's image. She furthermore stated that punctuality should not be seen as an exaggeration, but that it is an

important job skill that will contribute greatly to the success of the organisation and the employee. Brett and Mckay (2012) agreed with Belcher's assertion that punctuality reveals a person's integrity. They further noted that being punctual means that the employee is dependable and disciplined. It is needless to say, all these are critical aspects of good work ethics.

**b). Develop Professionalism**

Professionalism could actually mean different things for different people, depending on various factors. However, Belcher (2012) remarks that real professionalism "goes beyond a crisp white shirt and tie. It includes your attitude, values, and demeanour." Edwards (2012) went a step further than Belcher in pointing out the concept of professionalism. According to him, being professional includes the way you talk amongst other employees, the attire you wear, your attitude towards your job and the way you conduct business. Based on what both Belcher and Edwards pointed out, professionalism stem from a positive work attitude. It is this positive attitude that will ultimately produce this work practice called professionalism within employees.

**c). Cultivate Self- discipline**

There is probably no doubt that self-discipline plays a crucial role toward organisational success. Emphasising the correlation between work ethics and work practices Putnam (2006) states that a self-disciplined life makes the job of good workplace ethics more attainable. Belcher (2012) wrote that anything worthwhile achieving takes discipline. Therefore, staying focused on the long-term goal and not being side-tracked by short-term gratification. Disciplined employees are an indication that they are mature and reliable.

**d). Use Time Wisely**

Time is an important part of our lives. As a matter of fact, there are those who believe that our time is actually our lives. So, when we waste time, we are actually wasting our lives. Benjamin Franklin (1785) was actually the first to say, "Never leave it till tomorrow which you can do today." Franklin said: "Time is money." Good work practices would mean that employees are always meeting deadlines and avoid falling into the trap of procrastination. Again, this takes us to the previous point of instilling self-discipline as a good workplace practice.

Brown (2012) observed that using time wisely demands proper planning and preparation. Poor planning always wastes a lot of time. As the old adage goes, failure to plan is planning to fail. Efficiency is the result of using time wisely in the workplace.

## 2.5 Can one Develop Ideal Work Practices that can benefit both the Institution and the Public?

It should be pointed out that the public perception about work ethics of employees in public institutions is generally sustained by the quality of services in these institutions. In other words, if the quality of services in public institutions is satisfactory, the public will develop a positive perception toward government employees, and vice versa. Therefore, the focus of this question is primarily on identifying and developing appropriate specific workplace practices in the public sector that will eventually change the public perception of government services.

In this regard, it is important to first identify the factors that seems to create a negative public perception of government institutions. In his study on Ethics, Motivation and Performance in Nigeria's Public Service, Arowolo (2005) identifies several factors as contributing factors to poor work ethics, and consequently lead to poor public perception of the public sector. These factors are:

**Official Hostility**: Antagonistic relationship among workers or from the super ordinate to the subordinate logically kills employee's morale and subsequently reduces their performances.

**Individualism**: Egoism is a state of affairs where workers work separately without collaboration. Cooperation at work increases enhances performance. Cooperation brings new inventiveness, new ideas and new suggestions,

**Lack of Initiatives/Routinisation**: Bureaucratic organisation dispirits initiatives. Routinisation is a situation where workers keep doing the same mould of work over and over. This leads to monotony and reduces performance.

**Low Wage**: Low wage also causes low performance as workers are not motivated to put in their best. In some circumstances, workers slot in a menial job that distracts their concentration and focus on their occupation some even sell at their offices to supplement the little salaries they are earning, thus reducing their levels of performance.

**Lack of Work Challenges**: This is a situation where workers are not expected to engage in opportunities that would assist them in their work. It can also mean a situation where workers are not given the prospects to have on-the-job training.

The above are just a few of the contributing factors that lead to poor work ethics in the public sector. The compelling question we need to ask is, beside the poor image being created about the public sector, how do these factors impact on the individual public employees? In an article posted on the internet by Bissessar (2012) reveals the following challenges that are created by these factors:

- Higher costs of delivery;

- Overburdening of people who are hardworking;

- Delays in the delivery of products and services;

- Complaints and lack of confidence in the organisation;

- Poor products;

- Lack of confidence by people willing to invest in the country.

- The importation of an external workforce;

- Animus towards an external workforce;

- Militant trade union requests.

### 2.5.1 The Ideal Workplace Practices within the Public Sector

There are numerous literatures on developing and transforming the public sector into an ethical environment. In his paper on Public Sector Ethics, Amundsen (2009) noted that there has been considerable scientific debate on how to make the public sector function in the best way. In agreement with Amundsen, Nadler (2009) observed that the "question of ethics and public confidence is not a new one." As such, there are many suggested specific workplace practices that public institutions can apply in order to improve service delivery.

In a document titled Ethical Guidelines for the Public Service (2005), the Norway government has developed specific workplaces practices which are ideal for public sector institutions: Below are some these guidelines:

**Regard for the Citizenry:**

Both as the exerciser of authority, provider of services and steward of significant social resources, the individual employee is obligated to take account of the public interest, to strive to achieve equal treatment and to treat individuals with high opinion.

## Concern for State's Reputation:

The employee is mandated to perform his or her duties and behave in an ethical manner, and thus circumvent damaging the State's reputation.

## Loyalty:

The duty of loyalty is a general contractual principle, and it ensues from the employment bond that there is a mutual duty of loyalty between the employee and employer. Employees' duty of loyalty implies that employees must conduct himself in the public interest.

## Duty of Obedience:

Public officials are obligated to conform with the legal rules and ethical guiding principles that apply to the activities, as well as to follow instructions issued by superiors. The duty of obedience encapsulates no obligation to follow orders to do anything illegal or unethical.

## Duty to Report:

In order to execute measures to avoid or limit losses or damages, public officials are compelled to report to their manager any state of affairs of which she or he is aware that could cause the employer, employee or the surroundings to suffer losses or damages.

## Duty of Competence

Civil servants are required to use and conserve the State's resources in the most economical and reasonable manner possible, and shall not abuse or waste the State's funds. Reaching the recognized targets in a good and efficient manner requires striking a balance between competence and the use of resources, carefulness quality and good administrative practice.

**Freedom of Information:**

There should be openness and transparency throughout the management so that the general public can appreciate the State's activities, and thus gain insight into how the State pays attention   to its responsibilities.

**Employees' Freedom of Expression:**

Like everybody else, civil servants enjoy fundamental rights to articulate significant opinions about the State's activities and all other matters.

**Whistle Blowing:**

Civil servants must be able to report situations in the public service that are worthy of denigration.

**Impartiality:**

Public officials shall not act in a manner that might prejudice faith in their impartiality.

**Outside and Second Jobs:**

Civil servants cannot have outside or second jobs, hold directorship positions or other paid projects that do not fit with the genuine interests of the State as an employer, or that lend themselves to destabilization of trust in the public service. There must be transparency about the

potential impact of civil servants officials' outside and second jobs, etc. on the discharge conducting their duties.

**Accepting Gifts and other Perquisites:**

Civil servants shall not, on their own behalf or on behalf of others, take or make possible the acceptance of gifts, travel, hotel accommodations, hospitality, discounts, loans or other assistance or perquisites that are suitable to, or intended by the donor, to manipulate their work. Civil servants must not use their position to gain an undue merit for themselves or anyone else.

**Offers of Gifts and other Prerequisites**:

Public officials shall not, as part of discharging their duties, give or offer gifts or other prerequisites that are appropriate to, or intended to, sway the recipient's service-capacity actions.

**2.6 Theoretical Framework**

Based on the literature review, the following Theoretical Framework is suggested.
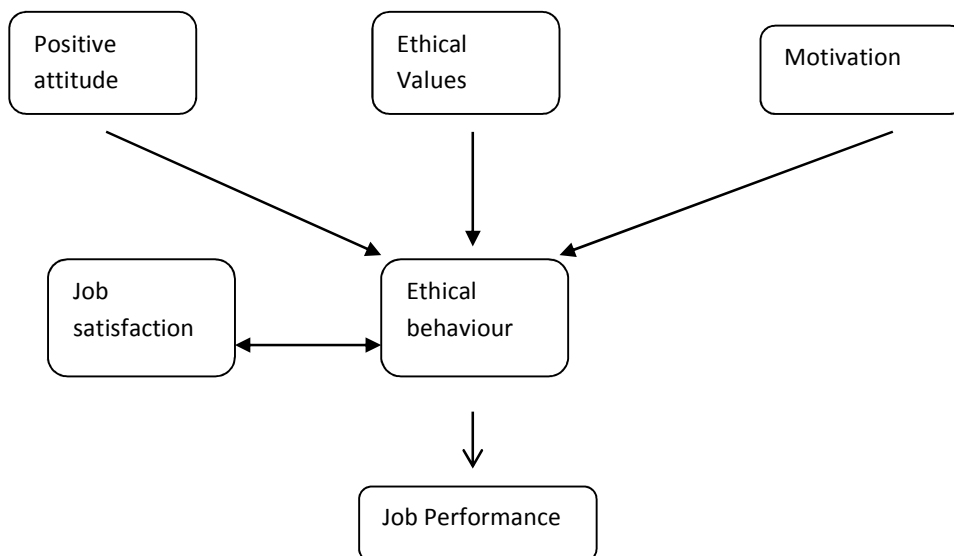


Figure 1: Theoretical Framework

Riley (2012) articulates that the research proposal commences with a conceptual model or an organising image of the phenomenon to be investigated. It starts with a set of ideas or formulated propositions about the nature of the phenomenon. A variable is a characteristic or factor that has values that vary. A moderating variable is a second independent variable that is included because the researcher believes that it may have a significant moderating effect on the relationship between the primary independent variable and dependent variable links. Independent variable is ethical behaviour while dependant variables are ethical motivation, positive attitude, job satisfaction and job performance. The theoretical framework further suggests the following: Job performance is a function of ethical behaviour; ethical behaviour is a function of (positive attitude, ethical values & motivation) and ethical behaviour has mutually dependent relationship with job satisfaction.

## 2.7 Ethical Theories

As stated earlier in the introduction of the chapter, ethics is the set of policy prescribing what is good or evil, or what is wrong or right for people. According to Aras and Crowther (2006), ethics is the normal and structural process of acting in line with honest judgments, standards and rules.

Aras and Crowther (2006) proceeded to point out that ethics as a concept is an arduous area, as there is no unconditional agreement as to what constitutes ethical or unethical behaviour. As such, numerous ethical theories are documented in literature (Aras and Crowther, 2006). Here are some of these theories discussed:

### 2.7.1    Deontological Ethics Theory

Deontological theory advocate that positive actions are right or wrong in themselves and so there are unqualified ethical standards which need to be upheld. The problems with this position is concerned with how we know which acts are erroneous and how we differentiate between a wrong act and an omission. Philosophers such as Nagel argue that there is an underlying notion of right which hamper our actions, although this might be overridden in certain circumstances. Thus, there may be an absolute moral constriction against killing someone, which in time of war can be overridden.

### 2.7.2    Teleological Ethics Theory

Teleological theory makes a distinction between "the right" and "the good", with "the right" encircling those actions which make the most of "good." Thus, it is outcomes which establish what is right, rather than the inputs (i.e. our actions), in terms of ethical standards. Under this viewpoint ones duty is to promote certain ends, and the principles of right and wrong systematize and direct our efforts towards these ends.

### 2.7.3    Utilitarianism Ethics Theory

Utilitarianism is founded upon the premise that results are all that matter in determining what is good and that the way in which a society accomplishes its ultimate good is through each person pursuing his or her own self-interest. The philosophy states that the aggregation of all these self-interests will routinely lead to the maximum good of society at large. Some Utilitarian's have modified this theory to suggest that there is a role for government in mediating between these individual actions to allow for the fact that some needs can best be met reciprocally.

**2.7.4    Ethical Relativism Theory**

Relativism is a refutation that there are certain universal truths. Thus, ethical relativism posits that there are no unanimously valid moral principles. Ethical relativism may be further sub-divided into: "conventionalism", which argues that a given set of ethics or moral principles are only legitimate within a given culture at a particular time; and "subjectivism", that sees individual choice as the key determinant of the legality of moral principles.

According to the "conservative" ethical relativism it is the mores and principles of a society which define what is moral behaviour and ethical standards are set, not absolutely, but according to the prescriptions of a given society at a given time. Thus if we kowtow to the standards of our society then we are behaving ethically. We can see however that ethical standards change over time within one society and diverge from one society to another. Thus the attitudes and practices of the 19th century are dissimilar to our own as are the standards of other countries.

A further problem with this view of ethics is that of how we decide upon the societal ethics which we seek to conform to. Thus, there are the principles of society at large, the standards of our chosen profession and the standards of the peer group to which we belong. For example, the standards of society at large tend to be preserved within the laws of that society. But how many of us scrupulously abide by the speed limits of a country.

Different grouping within society tend to have diverse moral standards of acceptable behaviour and we have a propensity to behave differently at different times when we are with diverse groups of people. Equally when we travel to foreign countries we tend to take with us the ethical standards of our own country rather than changing to the different standards of the

country which we are visiting. Thus it becomes very tricky to hold a position of ethical relativism because of the complexity of determining the grouping to which we are seeking to conform.

### 2.7.5   Ethical Objectivism Theory

This philosophical position is in direct conflict to ethical relativism. It affirms that although moral principles may differ between cultures, some moral principles have universal soundness whether or not they are universally recognised. There are two key variants of ethical objectivism: "strong" and "weak". Strong ethical objectivism holds that there is a "core morality" of universally valid moral principles, but also admits an indeterminate area where relativism is accepted.

We can see from the above theories of ethics are arduous and that there is no overarching principle which determines either what is ethical or what is not.

### 2.8 Summary of the Chapter

As pointed out by Duggan (2013), the literature review showed that there is a strong correlation between work ethics and performance. Furthermore, it should be noted that a positive attitude bring into being a good work ethic, which in turn will lead to enviable performances in the workplace. Efficiency in the public institutions is vital in ensuring public trust and confidence. However, this continues to be a major dispute for most government around the world, as observed by Cowell, Downe and Morgan (2012) "Governments around the world are worried about declining public confidence in democratic institutions." This assertion was supported by Routledge (2013) in the article titled Trust and Confidence in Government and

Public Services which claims that citizens trust governments and public services increasingly less.

Cowell et al (2012) believes that improving the performance of public services will assist to address this problem. As stated in the literature review, the public's perception is significantly influenced by the sense of work ethics and productivity of the public sector, and the quality of services it receives from these institutions. Therefore, the focus should not be to change the public perception, but rather to change the work ethics and practices of the public institutions, and thereby rebuilding public trust and confidence.

It should also be pointed out that the public sector's employees like any other employees needs motivation in order to continue with productivity. There are extensive evidences that suggest that there is indeed a strong correlation between motivation and performance. In other words, when an employee's personal need and wellbeing is guaranteed, they tend to be more productive, and the opposite is also true. This view is shared by Kinsella (2013) when she made the following observation: "Motivation and job performance are inextricably connected because every worker has to have some degree of motivation just to go to work in the first place."

According to Boeree (2006), there are a variety of ways through which supervisors can motivate their employees, such as through their style of management, compensation plans, role definitions and organisation activities. Yet, it should also be emphasised that various employees are motivated by different factors. For example, most employees are motivated by money because people generally work in order to earn money to cover their day-to-day living expenses. This view is supported by Abraham's Theory of Hierarchy of Needs, which claims that people become highly motivated when their basic needs are met.

In addition, other employees are industrious if they are given financial rewards, such as commission checks and bonuses for reaching performance levels beyond the basic level that their bosses demand. Some individuals are encouraged by the opportunity to gain promotions or move into more prestigious roles.

Nevertheless, the literature review also pointed out that even though motivation is critical to performance, civil servants need to realise that there should be something within themselves that should force them to perform optimally, even in the absence of extrinsic reward. Something like the sense of obligation and patriotism towards their country and its people.

Finally, given the persistent negative public perception in relation to work ethics in the public service, there is a need to identify and develop workplace practices within the public sector that would inspire trust and confidence in the general public. The literature review has shown that certain specific workplace practices can actually improve performance of the public institutions, and consequently change the negative public perception to a positive one.

# CHAPTER 3 Research Methodology

## 3.1 Introduction

The purpose of this study is to explore the impact of work ethics on specific work practices in the ministry of Home Affairs and Immigration's Division of Alien Control, Citizenship and Passports. The study further investigates the employees' perceptions towards work ethics, and how work ethics impact on specific workplace practices within the division. Furthermore, the study seeks to assess the relationship between the public perceptions about public sector work ethics with the actual practices within the division.

In this context, chapter three discusses various aspects of research methodology, which includes research design, research sampling, measuring instruments, data collections methods, reliability, validity, treatment of data, as well as ethical considerations.

## 3.2 Research Philosophy and Design

Research design is the plan and structure in terms of which the study is carried out so as to obtain answers to research problems. Pinsonneault and Kraemer (1993) define a survey as a "means of gathering information about the characteristics, actions or opinions of a large group of people." They continue to maintain that surveys are data gathering tools used for carrying out research. In this context, this study used a survey to collect data from the Division of Alien Control, Citizenship and Passports of the Ministry of Home Affairs and Immigration. In line with the purpose of the study, the nature of information to be gathered from the respondents included their perceptions, behaviour and actions with regard to work ethics, and how these impact on specific workplace practices within the division.

### 3.2.1 Survey Research

Survey research refers to the use of structured questions to investigate the characteristics, opinions, perceptions, or experiences of individuals and or the social groups to which they belong (Leedy & Omrod, 2010). According to Kerlinger and Lee (2000), survey research is useful in studying the relative incidence, distribution and interrelations of sociological and psychological variables. Given this fact, using survey research as a tool for this study was appropriate because work ethics as a concept is a relative term, and therefore various employees have different perceptions and applications on the subject.

Therefore, the need of the study to explore the individual perceptions of the employees with regard to work ethics within their division, as well as assessing the public's perception with regard to public sector work ethics, especially that of the Division of Alien Control, Citizenship and Passports.

Survey research has three unique characteristics according to Kraemer (1991). These are as follows:

1. Quantitatively describes explicit characteristics for a given population.

2. Data is gathered from people and is therefore, subjective.

3. Survey research only uses a sample of the population from which findings are made. These findings may then be generalised back to the population.

It is therefore, against this background that a survey research was used in the study. A questionnaire was developed to gather the required data for the study (Survey Questionnaire – Appendix1).

### 3.2.2    Survey Questions

As indicated above, a survey questionnaire was developed that included both open and close-ended questions. Given the nature of the research, open and close-ended questions were vital for the study. For example, open-ended survey questions allowed the respondents to express themselves freely, and enabled them to describe answers in their own words.

According to McIntyre (1999), close-ended questions required the respondent to choose from a pre-determine set of answers. It is important to point out again that, given the nature of the study, close-ended questions formed the majority of questions that were included in the survey questionnaire for the study. Respondents were selected from a range of responses, the response choices ranged from: 1) representing Poor Work Ethics to 5) representing Excellent Work Ethics in the form of a 5-point Likert Scale. These questions are specifically directed at the main research question.

Salant and Dillman (1994) noted that close-ended questions are the simplest to answer, and the easiest to analyse. It is in view of this fact that the majority of the questions in the survey were close-ended.

### 3.2.3    Primary Data

The main goal of research is to expand the current body of knowledge on a specific subject matter (Saunders, Lewis, and Thornbill, 2009). The present study made use of primary data as the researcher utilised questionnaires to capture specific information, which was used to address the research objectives of the study (Saunders et al, 2009).

### 3.2.4    Empirical Research

According to Kotze (as cited in Botha, 2011) empirical research refers to all research in which new data is collected by the researcher for analysis. Furthermore, Mouton (as cited in Botha, 2011) states that survey research can be classified as empirical as it is usually quantitative in nature. It is in this context that this study can be classified as empirical research as a survey was used to collect and analyse the data.

### 3.2.5    Qualitative & Quantitative Research

According to Rajasekar (2006), qualitative research can be described as being non-numerical, descriptive, using words and applying reasoning. Saunders, et al (2009) asserted that qualitative research is commonly used to develop theory or explore a topic. It describes the situation and gets the feeling and meaning of the situation.

In contrast to qualitative research, quantitative research on the other hand, focuses on showing causal relationships, testing theory and establishing facts. It is based on the measurement of quantity or amount.

Given the nature of the present study, both qualitative and quantitative approaches were found to be appropriate to capture the needed data. For example, where the respondents' personal perceptions, ideas, feelings and behaviours with regard to work ethics were explored, qualitative research was most appropriate. Quantitative research was used in assessing the relationship between the public's perception towards the work ethics of the division, and the actual work practices of the staff. It was crucial that this correlation be established, and hence the use of quantitative research.

In support of the use of both qualitative and quantitative approaches for this study, Rajasekar (2006) further pointed out the following characteristics of both qualitative and quantitative research, which are in support of the purpose of this study:

Table 1:

Rajasekar (2006) Comparison of quantitative and qualitative research

|  | **QUANTITATIVE** | **QUALITATIVE** |
|---|---|---|
| **FRAMEWORK** | Seeks to confirm hypotheses about phenomena | Seeks to explore phenomena |
|  | Instruments use more rigid style of eliciting and categorizing responses to questions | Instruments use more flexible, iterative style of eliciting and categorizing responses to questions |
|  | Use highly structured methods such as questionnaires, surveys, and structured observation | Use semi-structured methods such as in-depth interviews, focus groups, and participant observation |
| **OBJECTIVES** | To quantify variation | To describe variations |
|  | To predict causal relationships | To describe and explain relationships |
|  | To describe characteristics of a population | To describe individual experiences |
|  |  | To describe group norms |
| **QUESTION FORMAT** | Close ended | Open ended |
| **DATA FORMAT** | Textual (obtained from audiotapes, videotapes, and field notes) | Numerical (obtained by assigning numerical values to responses) |

In light of the above facts, the study is both qualitative and quantitative. This is so because it seeks to explore the impact of work ethics on specific workplace practices of different employees within the division. This is where the aspects of variations and relationships come into play.

Rajasekar (2006) has pointed out the framework of a qualitative research is to explore a phenomenon. Clearly, this validates the purpose of this study, as it seeks to explore the widespread perception held by the general public with regard to the level of work ethics in the public sector, especially government ministries. As indicated earlier, to assess a relationship between two variables, the use of quantitative research is needed. Given the fact that both close-

ended and open-ended questions were used, this further justifies the use of both quantitative and qualitative research.

Furthermore, the individual experiences and group norms will reveal the perceptions of the employees with regard to work ethics, and how that impacts on their performances. Even though the majority of the questions were close-ended, the research survey also contained open-ended questions, and these are the primary question formats for both qualitative and quantitative research as indicated in the table above.

### 3.2.6 Exploratory Research

Exploratory research can be defined as "research that aims to seek new insights into phenomena, to ask questions and to assess the phenomena in a new light" (Saunders et al., 2009, p. 592). The purpose of this study was to investigate the widely help perceptions of the public with regard to the public sector work ethics and performance. In other words, the study sought to explore this phenomenon which is perceived to be prevalent within the public sector, especially government institutions.

### 3.3 Research Sample & Sample Size

According to Herzog and Boomsma (as cited in Cuff, 2012), it is important to obtain a sample size that is large enough so that the results can be generalised to the larger population.

It is pertinent to note that the study had two target groups that needed to be interviewed. The first group were the employees within the Division of Alien Control, Citizenship and Passports while the second group comprised of members of the general public.

Target group one (ministry staff) included individuals in supervisory positions, as well as those, not in supervisory positions. Those in supervisory positions included directors, deputy directors, and the chief controlling officer. The non-supervisory positions included the front desk staff and clerks, especially those that deal with the general public on a daily basis.

Target group two (general public) the respondents were randomly selected. The researcher went to the Ministry of Home Affairs and randomly administered questionnaires to different people standing in the various queues, while waiting to be served. In addition, the researcher also went to several government offices and administered questionnaires to those employees who were willing to participate in the study. It is crucial to stress that members of the public had to be interviewed in order to solicit their views and perceptions with regard to the quality of work ethics of the staff members of target group one (Division of Alien Control, Citizenship and Passports.)

The respondents of these two groups are summarised below:

Table 2:

Sample of Research Respondents

| Position Level | Title | Total Number |
|---|---|---|
| Supervisory | Deputy Director; Chief Control Officers | 5 |
| Non – supervisory | Front desk staff; Clerks | 5 |
| Members  of Public | | 30 |
| **TOTAL** | | 40 |

**3.4 Instrument Development and Collection Method of Data**

It is important to point out that the study had two target groups as respondents, i.e. group one: the employees within the Directorate of Alien Control, Citizenship and Passports, and group two: the general public.

In this study, survey questionnaires were developed to collect the data from both target groups. For the group one target, a meeting was held with the deputy director of the division to ensure that they all understood the purpose of the study, as well as the questionnaires. The questionnaires were hand delivered to all respondents to ensure personal contact and engagement with the researcher. This ensured increased participation and timely completion of the questionnaires. Contact details of the researcher were provided to ensure that any uncertainty that may arise when completing the questionnaires could be clarified.

The second target group was the general public, the questionnaires were administered by means of random selection.

It is equally important to stress that even though the two target groups were given two separate questionnaires, the questions were basically the same, except a small variation in Section A. This was intentionally done to maintain consistency in the information gathered from both target groups, as well as to be in line with the objectives of the study.

**3.4.1    Measuring Instrument**

As indicated earlier, a questionnaire was used to collect data. It is crucial to point out that two questionnaires were developed. One questionnaire was developed to collect data from the employees within the Division of Alien Control, Citizenship and Passports, and the other questionnaire was developed to gather information from the general public in order to establish their perceptions with regard to the work ethics of the employees within the division.

The questionnaire for the ministry's staff consists of three sections in line with the objectives of the study, these are:

### 3.4.1.1 Section A: Personal Information

The first part of the questionnaire consisted of questions of personal nature. These questions included variables such age, sex, marital status, current job level and number of years employed by the ministry.

### 3.4.1.2 Section B: Employees' Work Ethics Perceptions

In this section, six questions were asked to establish the employees' perceptions and understanding with regard to work ethics. The following questions were captured within this section:

**B1. Understand of work ethics:** The respondents were asked whether they understand what is meant by the term "work ethics." They had to indicate either *Yes* or *No.*

**B2. Good work ethics:** Under this question the respondents were asked to write down what they personally think constitutes good work ethics. This question was necessary to determine whether it is actually true that the term work ethics can actually mean something different for different people as pointed out in the theories of ethics in chapter 2.

**B3. Poor work ethics:** The respondents were asked to write down what they personally consider as poor work ethics. This question is the opposite of question B2, and had the same objective, i.e. to assess the variation in the respondents' understanding and interpretation of what constitute poor work ethics.

**B4. Work ethics in the public sector:** The respondents were asked if they think that the level of work ethics in the public sector is poorer than that of the private sector. They had to indicate either *Yes, No* or *Not sure.* This question was pertinent to establish how the employees in the

ministry consider their own work ethics in relation to that of the private sector employees. In addition, this question was also important because it would either confirm or disprove some of the thoughts captured in the literature review in chapter 2, i.e. private sector employees are more productive that their public sector counterparts.

**B5. Causes of poor work ethics:** Under this question the respondents had to write down what they personally think what factors contribute to poor work ethics within their division. This question was critical because it gave an indication if the respondents were aware of the causes that lead to poor work ethics within their division.

**B6. Factors to good work ethics:** The respondents were asked to identify and indicate the factors that can lead to good work ethics within their division. This question is the opposite of the question B5, and it was necessary to ask it because it will give the researcher an indication if the respondents have an idea of what could be done to change the quality of work ethics within their division.

**3.4.1.3 Section C: Impact of Work Ethics on Specific Workplace Practices**

In this section five questions were asked in line with one of the objectives of the study, i.e. assessing the impact of work ethics on specific workplace practices. The questions in the section are:

**C1. Rating of personal work ethics:** The respondents were asked to rate their personal work ethics on a 5 – point Likert Scale. The scale was as follows: 1= very poor; 2=poor; 3= good; 4= very good; 5= excellent. The respondents had to rate themselves against the following variables: Punctuality; Honesty; Dependability; Efficiency; Positive Work Habits; Ability to take Initiative; Go the extra mile in your work; Positive Attitude; Teamwork; Friendly; Take personal responsibility for your work; Take personal accountability for your work; Take ownership of

your work; Job satisfaction; Professionalism; Adhere to ministerial code of conduct; Doing a job well; Appropriate dressing code; Remaining focus on work schedules and targets. This question was crucial in assessing whether the respondents know their own level of work ethics.

**C2. Rating the overall work ethics of the division:** Under this question the respondents were asked to rate the overall work ethics of the division by using the 5 – point Likert Scale. The scale used, and the variables under this question were exactly the same as those of question C1. However, the only difference is that, in this question, the respondents had to rate the whole division in terms of its work ethics as opposed to individual rating. This question was particularly important for primarily two reasons. First, to established if there was a correlation between the personal rating of the respondents and that of the division. Secondly, to establish if there is relationship between the public perception and the overall work ethics within the division, as rated by the employees themselves.

**C3. Impact of poor work ethics on the division:** The respondents were asked to indicate what they think the impact of poor work ethics has on the overall performance of the division. They had to indicate either: *Positive Impact; Negative Impact; No impact **or** Not sure.*

**C4. Work ethics and Productivity:** The respondents were asked if there was a correlation between work ethics and productivity. They had to indicate either *Yes, No* or *Not sure.* This question was necessary to ask as it helps to establish if the respondents were aware that performance is influenced by work ethics.

**C5. Public's perception of division's work ethics and performance:** The respondents were asked to rate the public's perception with regard to their division's work ethics using the 5 – point Likert Scale. The scale was as follows: 1= very poor; 2=poor; 3= good; 4= very good; 5=

excellent. This question was asked in order to find out if the employees were aware of the public's perception with regard to their division's work ethics and performance.

**3.4.2 Measuring Instrument: Questionnaire for the General Public**

As stated earlier, the study targeted two groups as respondents, i.e. the Ministry of Home Affairs and Immigration employees, as well as the general public. The questionnaire that was administered to the ministry employees is discussed above; this section will highlight the questions that were posed to the general public.

**3.4.2.1 Section A: Personal Information**

The first part of the questionnaire consisted of questions of personal nature. These questions included variables such age, sex and marital status.

**3.4.2.2 Section B: Public's Perceptions on Work Ethics**

In this section, six questions were asked to establish the general public's perceptions and understanding with regard to work ethics within the Division of Alien Control, Citizenship and Passports. The following questions were asked within this section:

**B1. Understand of work ethics:** The respondents were asked whether they understand what is meant by the term "work ethics." They had to indicate either *Yes* or *No.*

**B2. Good work ethics:** Under this question the respondents were asked to write down what they personally think constitutes good work ethics. This question was necessary to determine whether it is actually true that the term work ethics can actually mean something different for different people, as pointed out in the theories of ethics in chapter 2.

**B3. Poor work ethics:** The respondents were asked to write down what they personally consider as poor work ethics. This question is the opposite of question B2, and had the same objective, i.e.

to assess the variation in the respondents' understanding and interpretation of what constitute poor work ethics.

**B4. Work ethics in the public sector:** The respondents were asked if they think that the level of work ethics in the public sector is poorer than that of the private sector. They had to indicate either *Yes, No* or *Not sure*. This question was pertinent to establish whether the widely held view that suggests that the general public has a critical view on public sector work ethics. Secondly, it was also important to ask this question to determine if the public also thinks if the public sector work ethics is poorer than that of the private sector, as documented under the literature review in chapter 2.

**B5. Causes of poor work ethics:** Under this question the respondents had to write down what they personally think what factors contribute to poor work ethics within the Division of Alien Control, Citizenship and Passports. This question was critical because it gave an indication if the respondents were aware of the causes that lead to poor work ethics within this particular division of the Ministry of Home Affairs and Immigration.

**B6. Factors to good work ethics:** The respondents were asked to identify and indicate the factors that can lead to good work ethics within the division. This question is the opposite of the question B5, and it was necessary to ask it because it will give the researcher an indication if the respondents have an idea of what could be done to change the quality of work ethics within the division.

### 3.4.2.3 Section C: Impact of Work Ethics on Specific Workplace Practices

In this section four questions were asked in line with one of the objectives of the study, i.e. assessing the impact of work ethics on specific workplace practices. The questions in the section are:

**C1. Rating of Ministry's work ethics:** The respondents were asked to rate the work ethics of the employees within the Division of Alien Control, Citizenship and Passports on a 5 – point Likert Scale. The scale was as follows: 1= very poor; 2=poor; 3= good; 4= very good; 5= excellent. The respondents had to rate the division against the following variables: Punctuality; Honesty; Dependability; Efficiency; Positive Work Habits; Ability to take Initiative; Go the extra mile in your work; Positive Attitude; Teamwork; Friendliness; Take personal responsibility for your work; Take personal accountability for your work; Take ownership of your work; Job satisfaction; Professionalism; Adhere to ministerial code of conduct; Doing a job well; Appropriate dressing code; Remaining focus on work schedules and targets. This question was crucial in assessing the public's perception with regard to work ethics within this particular division of the Ministry of Home Affairs and Immigration.

**C2. Impact of poor work ethics on the division:** The respondents were asked to indicate what they think the impact of poor work ethics has on the overall performance of the division. They had to indicate either: *Positive Impact; Negative Impact; No impact* **or** *Not sure*. This question was crucial in establishing if the public is aware of any impact caused by poor work ethics.

**C3. Work ethics and Productivity:** The respondents were asked if there was a correlation between work ethics and productivity. They had to indicate either *Yes, No* or *Not sure*. This question was necessary to ask as it helps to establish if the respondents were aware that performance is influenced by work ethics.

**C4. Public's perception of division's work ethics and performance:** The respondents were asked to rate their own perception with regard to the division's work ethics using the 5 – point Likert Scale. The scale was as follows: 1= very poor; 2=poor; 3= good; 4= very good; 5=

excellent. This question was asked in response to one of the study objectives, and that was to assess the public's perception with regard to the public sector work ethics.

## 3.5 Validity

According to Healy (2000), validity refers to the degree to which the surveys measure what it is supposed to measure. According to Chandler (2001), there are several approaches to construct validity, and these are:

- Content validity;

- External validity;

In order to ensure validity of the survey results, the content of the survey will be reviewed by the research supervisor to ensure that survey questions are aimed at the research objectives and enough for answering the research questions.

## 3.6 Reliability

Considering the fact that the study primarily gathered information based on the employees' perceptions and practices with regard to work ethics, reliability played a crucial role in ensuring that the data collected made sense, and contributed toward the achievement of the research objectives.

According to Chandler (2001), reliability is a measurement that is concerned with accuracy, consistency and precision. This study measured consistency (ensuring that that there was consistency in the responses); Accuracy and precision were measured in the responses of the respondents. The Test-retest reliability assessment was applied to test the reliability of the survey. The reliability assessment was calculated by using Cronbach's Alpha'.

## 3.7 Treatment of Data

After all the questionnaires were completed and collected from the respondents, the data was summarised in terms of figures and tables. Confidentiality in the treatment of data enjoyed the highest priority.

## 3.8 Ethical Considerations

Research ethics provide the moral framework within which a researcher operates when conducting research. According to Cresswell (as cited in Cuff, 2012), research ethics are applicable to data collection and analysis, the interpretation of findings, and the subsequent reporting and dissemination of the research findings. The following ethical considerations were observed during the study:

### 3.8.1    Respondents' Consent of Participation

It is crucial to note that respondents in any study have the right to make an informed decision whether or not to participate in the study. Therefore, in order to fully participate in the study, they must be fully informed on what the study entails, and any risk involved (Ruane, as cited in Cuff, 2012).

The following aspects of respondents' consent should be considered:

**Information:** Respondents in a research study should receive all information that may affect their decision to participate.

**Voluntary Participation:** Respondents must be free to decide whether they want to take part in the study or not. In other words, there should be no repercussions or negative consequences if a respondent choose not to participate in the study. According to Welman and Kruger (2001), the organisational setting of the study can be classified as an institutional setting, and therefore, has the potential to infringe upon the concept of voluntarism, since the authority relationship (for

example, an individual's manager) in the setting conflicts with true voluntarism. It is therefore, crucial that the researcher clearly indicates to the respondents that participation in the study is entirely voluntary. Furthermore, the respondent's right to privacy means that direct consent must be obtained from each individual, and that they are assured of the right to withdraw their consent at any time.

In this study a participation consent clause was provided in the questionnaire to ensure that all respondents are aware that they should not feel coerced to participate in the study.

**Distribution of Results:** No results will be made available to respondents; however, respondents are at liberty to read the final report of the study.

**Confidentiality:** The information gathered during the study is to be used solely for the purpose as stated by the researcher. No personal information of the respondents is to be discussed with any third party without the knowledge and consent of the participant. In this research, confidentiality was explicitly stated on the questionnaire.

**Anonymity:** It should be pointed out that no names of any of the respondents were asked or revealed. All the respondents remained completely anonymous. In this research, no name was required for the completion of the questionnaires.

**Right to Privacy:** In this regard the researcher should be able to control when and under what situation any other party will have access to the information gathered during the study.

### 3.8.2 Ethical reporting.

It is worth mentioning that there is always a possibility for a researcher to be tempted to alter the findings of the study in order to conform to his or her preconceived thoughts and ideas, instead of allowing the findings to reveal the actual situation on the ground. Influencing the findings of the study can compromise the accuracy and authenticity of the research.

It is against this background that this study ensured that data pertaining to statistical analysis are included in the final report, for public scrutiny. In addition, the researcher ensured that all references were cited in agreement with the academic requirements of the polytechnic of Namibia.

### 3.9 Summary

This chapter describes the research design and methodology that was used for this study. It explained the research philosophy and design; survey questions; the reasons for using qualitative and quantitative research; research sample; instrument development and data collection method; validity and reliability of the survey results; as well as the treatment of data. Ethical consideration is clearly outlined in this chapter.

# Chapter 4 Findings and Discussion

*"An individual may be ethical in a business sense and unethical in a personal sense, however,*

*most people believe there is a high degree of correlation between one's personal view and*

*business view." United States Department of Agriculture, Rural business Cooperative services,*

*RBS Research Report*

This chapter presents and discusses the results of data analysis and answers the research objectives presented in the previous chapter, section one contains perceptions about work ethics, section two present the impact of work ethics on the workplace. Section three unravels work practices for better performance and service delivery and section four details the correlation between public view and that of the Ministry of Home Affairs.

4.1 **Research objective: To Assess the Employees' Understanding and Perceptions with regard to Work Ethics**.

A question was issued soliciting for answers on the question do you understand the term work ethics? The closed question sought for yes or no answer. The figure below illustrates the responses from the participants. The researcher noticed that 90 % of the employee at Home Affairs comprehends the term and delineation of the concept of work ethics see figure 2 below. Ethics is the set of rules prescribing what is good or evil or what is right or wrong. The majority of the participants echoed that ethics means honesty, confidence, respect and fair acting in all circumstances. Concepts such as honesty, respect and confidence are rather general concepts without definite boundaries. The minority of the participants perceived ethics as an overall fundamental principle and practice for improving the level of wellbeing of humanity.
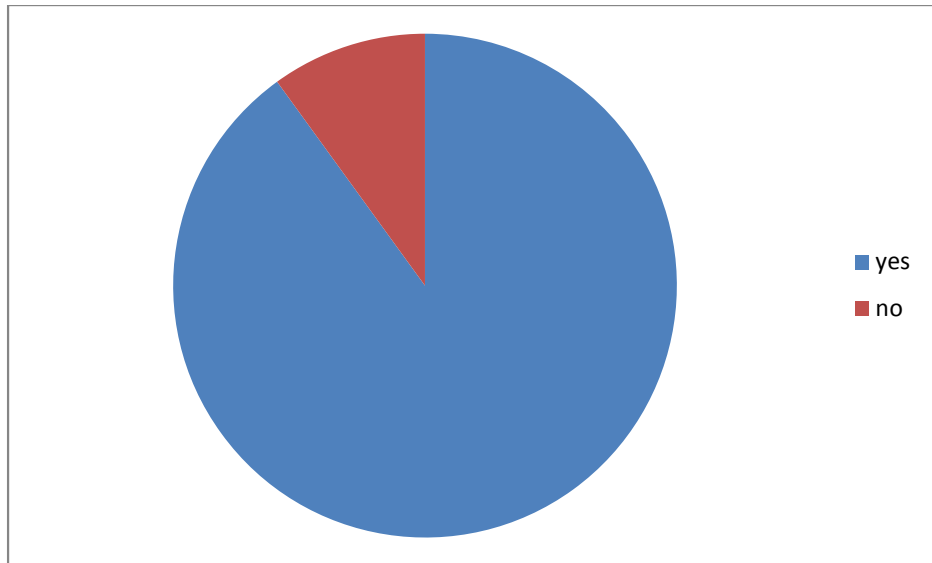
Figure 2: Employees' Perceptions about Work Ethics

### 4.1.1    Moral Behaviour and Good Work Ethics

Some respondents    indicated that a ministry which does not value ethical criteria and fails to advance them will disrupt its integrity and unity. Work ethics is the honest, respectful and fair conduct by an organisation and its employees in all of its relations. A predicate question to the concept of ethics within an organisation is the question what would you consider as good work ethics? The majority of the respondents noted that good work ethics is about being reliable, self-discipline, teamwork, pursuing new skills, understanding each other and punctuality.

Good work ethics is that work which is excellent in quality and meaningful to its practitioner .It is good ethical practice for leaders to explain to members their policies about the ministry of Home Affairs and what measures they take to protect the confidentiality and the human capital of the country. The country can have a shortage of skills and needs to outsource those skills in specialised fields, but if the ministry of Home Affairs take very long to process the

work permits for the skilled it becomes counter-productive and dysfunctional. The other respondents of the ministry of Home Affairs articulated that "we can have excellent advertisements to attract investors to the country but when these investors come and they are showed with unnecessary frustrating procedures from home affairs that also become counterproductive."

Although good laws are indispensable for a working democracy, they are of no use without the individual being willing to adhere to these laws. The democratic nations do have many public servants with good character. The ethical systems that shape most Eurocentric beliefs reflect Aristotelian thinking. Aristotle (1957) emphasised the connection between community values and ethics when he wrote that the purpose of ethical inquiry was to determine what is good. Some respondents indicated that good work ethics is referred to a set of values based on hard work and diligence. Time management being self-directed, having initiative, having a positive attitude with your fellow workers and the customers not being a clock watcher and loyal to the company.

Some authors notably Friedman (1962) would strongly deny that a business has a fiduciary responsibility to any group but the firm's stakeholders. To initiate corporate giving would be a fiduciary breach of management in Friedman's opinion. Friedman (1962) also argued that there is only one social responsibility of business use its resources and engage in activities designed to increase its profits so long as it engages open free competition without deception and fraud.

## 4.1.1.2　　Morality

Common morality appears to be binding on all persons simply in virtue of their humanity and regardless of anyone's personal conscientious beliefs. The majority of respondents stated that moral conventions are formed gradually out of hard won experience. These are collective considered judgments to the outcome of reflection and mutual deliberation over time and sometimes across cultures.　Set of resolutions with this status known collectively as the rules of war. These conventions honour a certain idea of human dignity acknowledged even in the midst of the most horrible things done by Home-affairs such as issuing illegal passports, giving identity cards to people who don't deserve them and accepting of bribes to process documents.

## 4.1.1.3　　Integrity

Personal integrity was considered by some respondents as moral behaviour and good work ethics. Integrity is not only about logical consistency or the avoidance of hypocrisy that is divergence of act and belief of conduct and professed. The researcher found that staff members at Home Affairs have their own , often idiosyncratic , idea of which kind of life would be worth living and attempt to realise it either alone or groups. Integrity is perceived by some respondents as the conscientious working out of what one regards as an admirable human life. The components of admirable life at Home Affairs do not turn only on moral considerations, but moral matters loom large. People hold themselves to certain standards and judge themselves accordingly without necessarily implying disapproval of those who act otherwise. Refusing to take bribes so as to process a Chinese, Nigerian or any other foreigner, are such examples. Refusing to get involved in sex scandals so as to grant work permits is another example. The

staffs at Home Affairs admire people of integrity even if they are not necessarily models for
others.

## 4.1.1.4      Professional work ethics

Even when professional employees act single handed or assumes ultimate responsibility
for a decision, what they do is usually not done in isolation. They are employees or members of a
team and have the ability to adhere to a code of conduct. Some staff members indicated that a
code of occupational ethics does not constitute a complete moral identity it looms large in
practitioners moral consciousness. Some respondents indicated that professionalism is part of
good work ethics. The meaning of professionalism is not entirely settled and certainly not fixed.
The researcher observed that a profession consists of an organised group self-consciously
responsible on a long term basis for protecting and promoting an important public value. In
furtherance of these value group members at Home Affairs develop requisite competence,
requiring complex judgment. Training for competence is done mainly by Namibia Institute of
Public Administration (NIPAM), Eastern and Southern Africa Management Institute (ESAMI)
which is based on collective standards of knowledge and judgment. To a greater extent there is a
need to improve professionalism at the ministry of Home Affairs in order to compete in the
global village.

In offering advice, the good practitioners takes the standards of profession , technical and
ethical as appropriate guides for decision, rather than personal values or beliefs . To the contrary
members rarely agree, entirely, on the regulative ideals of their profession, let alone the specific
practices and rules they entail. This happens because professions at the ministry of Home Affairs

are made up of heterogeneous activities that cultivation of a single working ethos makes little sense.

## 4.2 Moral behaviour and bad ethics

The findings of the study indicated that there is rampant corruption at Home Affairs. The root cause of poor work ethics at the ministry of Home Affairs is lack of training, lack of customer care –unfriendliness, poor motivation and lack of supervision. Poor work ethics has a negative impact on the ministry. The major finding was that there is lack of training among Home Affairs staff. The majority of those who have been trained have a problem of applying what they have been taught at government training institutions.

### 4.2.1    Corruption

The majority of the respondents stated that corruption of all kinds is prevalent at the ministry of Home Affairs. These forms of corruption are bribery, embezzlement, extortion and fraud and tester chicanery

According to Kligaard (1998), monopoly of power, when combined with discretion and absence of accountability, will result to corruption. Thus the formula $C = M + D - A$ .Where C is corruption, M is monopoly, D is discretion and A is accountability.

Some participants indicated that corruption is the end result of the politics of privilege, seeking rent and clients. Staff members at the ministry of Home Affairs indicated that there is endemic, pandemic and systematic corruption at the ministry. Corruption is nurtured by politicians (comrades) within the ministry who coddle supporters and followers who in turn pressure them to engage in corruption to spread the benefits of a corrupt regime. Orders have to be made by "comrades" in order to process documents at times illegal documents at the ministry.

A person has to affiliate to the "comrades" for them to receive the best benefits and services which they want.

### 4.2.2   Bribery

The majority of the respondents (both public and ministry staff) indicated that bribery is prevalent at the ministry of Home Affairs, and it is often done secretly. Often the public cannot receive excellent service without paying. People don't understand why they should buy lunch for government clerks. Corruption appears to take place when it satisfies the formula describes above. Bribery is described as the payment that is given or taken in a corrupt relationship. A bribe is a fixed sum, a certain percentage of a contract or any other favour in money kind usually paid at Home Affairs that make work permits on behalf of the state. The bribes are called kickbacks, gratuities, commercial arrangements, sweeteners, grease money. The amount paid varies from N$3000 to N$7000 per processing of documents. Sometimes some of these transactions are taking at the ministry itself or sometimes from pre-arranged locations. Bribery is often done to make things pass swifter, smoother or more favourably through the state or government bureaucracies.

### 4.2.3   Embezzlement

This theft of resources was also identified by staff members to be prevalent at Home Affairs. This is when disloyal employees steal date stamps, assets used for processing documents and start operating from home. This is a serious offence when public officials are misappropriating public resources when state official steals from the public institution in which he or she is employed and from resources he is supposed to administer on behalf of the public.

### 4.2.4    Straddling

According to Mpunwa (2012), straddling is the process by which some power-holders systematically use their political office (comrades) to enter into, secure and expand their private business interest which is also regarded as another form of corruption. The agents in this case the politicians (comrades) and bureaucrats are able to abuse the advantages offered by such discretionary power in the wake of the incoherent interest of the principal in this case the electorate or in the public at large.

President Zuma (2010) has blamed the party's policy of "cadre deployment" for appointments unqualified or **corrupt** people to high positions certain departments, such as defence, security, justice, finance, trade and industry, and Home Affairs are administered in an unethical manner. Estimates of annual costs of public corruption suggest that as much as four billion rand is lost in South Africa a year due to public corruption.

The researcher observed the appointment of unqualified people to occupy positions of influence when those people with highest qualifications are left in cold and some not even given work permits raises a lot of eyebrows. The major reasons why they are appointed is because they can be manipulated due to their lack of qualifications .The Nationalist were isolated and unpopular with many Chinese because of corruption. Chinese economic boom and mixed economy has also created opportunities of corruption, this has a trickledown effect on the ministry of Home Affairs.

### 4.2.5    Favouritism

About 50% of the respondents stated that there is favouritism at the ministry of Home Affairs. Favouritism is a mechanism of power abuse implying privatisation and a highly biased distribution of state resources, no matter how these resources have been accumulated in the first

place. Favouritism is the natural human proclivity to favour friends, family and anybody close and trusted. Favouritism exists in the ministry of Home Affairs, and generally "comrades" who have access to state resources and the power to decide upon the distribution of these to give preferential treatment to certain people. The employment of "comrades" to work at Home Affairs are not for the public good. Those people who have an affiliation with the ruling party will have access to privileges because of their partisanship. They will manipulate others regardless of whether they are professionals or not. Clientele favouritism is the everyday proclivity of most people to favour his own kin (family, clan, and tribe, religious or regional group). Favouritism or cronyism is for instance granting employment at Home Affairs to a friend or relative regardless of merit. Some people are promoted at the expense of those that are better qualified.

The researcher observed that generally, favouritism is a basic political mechanism in many authoritarian and semi-democratic countries. In most non-democratic systems, the president has for instance the constitutional right to appoint all high-ranking positions, a legal or customary right that exceedingly extends the possibilities for favouritism. It easily adds up to several hundred positions within the ministries, the military and security apparatus, in the parastatals and public companies in the diplomatic corps and in the ruling party.

### 4.2.6    Nepotism

Nepotism is a special form of favouritism, in which an office holder prefers his proper kinfolk and family members (wife, brothers and sisters, children, nephews, cousins , in-laws, etc.) . Many office bearers have tried to secure their precarious position by nominating family members to key political, economic and security positions in the state apparatus.

**4.3 Causes of Poor Work Ethics at the Ministry of Home Affairs & Immigration**
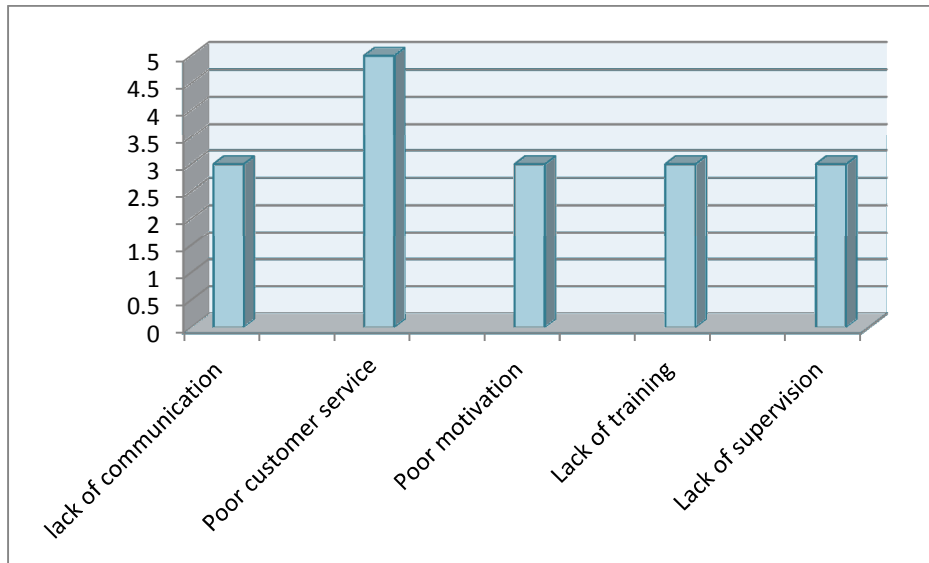


 **Figure 3: Causes of poor work ethics at Ministry of Home Affairs**


**4.3.1    Poor Customer Service**

About 99% of respondents from the public articulated that customer service at Home Affairs is very poor. The frontline officers are not friendly, very hostile, rude and don't have time to listen to customers. 50% of the public further stated that the ministry of Home Affairs staff  are very argumentative towards clients and leave the counters unattended.  99% of the respondents articulated that customer service in terms of service delivery does not provide value for money. Those people with connections in high places their documents are processed as fast as possible. But the majority of people who don't have connections within, they have to languish and wait for long periods of time, face bad customer service. The researcher observed that Home Affairs forget that they exist to serve the general public and that they must respond to the public needs in a rapid and effective fashion. Taking a cue from organizations in private industry customer service should be a prime concern. Wilkins (2011) articulates that building quality

customer relationship is the key to any successful business. A company ability to attract and keep new customers is strongly related to the way it takes care of its existing customer. It is about giving the customer more than he or she expects and creating loyalty to the customer.

### 4.3.2    Lack of Communication

The researcher observed that some of the staff has linguistic problems in terms of communicating to the public. There is lack of communication between the client and workers this can affect the ministry and provides bad image. Respondents also articulated that lack of communication is precipitated by deficiency of latest technologies and global facilities which will enable clients to obtain fast and efficient electronic services. There is no need for clients to spend long queues waiting for a form which can be    downloaded and filled online. E-government is recognized a key component of this process of transformation. The researcher observed that there are no e-government Home Affairs services and interoperability across Namibia. E-governance development in rural areas will facilitate the services on the websites and reduce transport cost to head office in order to access the documents. The availability of up to date websites and interactive mediums so that users are able to access government services on – line .Participation of the public in guiding policy development will be another important issue of e-governance.  Participants will be able to contribute meaningful inputs on policy and political issues by using the e-government facilities.

### 4.3.3    Poor Motivation

It can be concluded from the findings that the majority (96.34%) of the respondents were dissatisfied with the current salary and incentives provided, therefore it could be stated that the matter is pretty serious. Moreover, the respondents which constitute 3.66% could be a small

proportion of those respondents on management and semi – management level who were happy with their current salary whereas those who were indifferent about their salary could be employees on the lower operational level. The bottom line is there is a feeling of discontent and incentives about salaries among officers within the ministry, especially among the lower ranked staff why some officers are leaving the ministry.

### 4.3.4   Lack of Training

The major finding was that there is lack of training among Home Affairs staff. The majority of those who have been trained have a problem of applying what they have been taught at government training offices. Some respondents indicated that training of staff at both managerial and operational level will improve the service delivery by Home Affairs. The researcher also observed that a balance should be struck between those training and the participants receiving the training. In some instances if the training is being offered by people being outsourced who don't know what is happening on the ground the whole process becomes irrelevant.  There must be a hybrid of the training process so that the material being used is not content based but also student centric material.

The researcher observed that to be a student centred college required more than employees with service –oriented attitudes. Academic services must be accessible, convenient and intuitive. They must be accessible, convenient and add value to the student's experience.  As society move from the service economy to an experience economy, services at Namibia Institute of Public Administration must be entertaining, provide student success and provide exquisite on-line e-library. Having student cantered services is attached with having efficacious enrolment management. Institutions that are having student centred cultures have a brand loyalty, enhancing a word of mouth recruiting and reducing student attrition.

**4.3.5    Lack of Supervision**

Fifty (50 %) of the respondents from the ministry stated that there is lack of supervision within the ministry of Home-Affairs. The majority of staff come late to work and this causes the front line offices to be without a person. The researcher also observed that there is too much workload for the staff to cope with the work and a need to employ more personnel in order to improve the processes. Employees do as they please and they are not held accountable for their actions. Free-reign leadership style occurs when subordinates have the audacity to do whatever they please without control. Insufficient meetings on moral and good working conditions are being conducted and the leaders are not exemplary in conducting the administration of the ministry. The respondents highlighted the fact that there is lack of quality management, poor work plans, back-stabbing, ageing staff, laziness, ignorance and some employees come to work drunk. It was noted from the respondents that the employees also engage in their private work during business hours. There is failure to enable employees to realize their strategic objectives. The leaders have weak ministerial capacity to implement laws, regulation, procedures, strategic and action plans.

**4.4 Objective: To Establish how Work Ethics Impact on Specific Workplace Practices within Government Ministries.**

Professional ethics is the greater part of our moral life is made up of institutional roles and relationships. These are settled patterns of interaction crucial to the quality of collective life. Institutional roles are not just functional but normative a source of new ideas. Even when practitioners act alone or assume ultimate responsibility for decision what they do is not done in isolation. While a code of ethics does not constitute a complete moral identity it looms large in a practitioners' moral consciousness.

According to the ratings by the ministry of Home Affairs employees, professionalism was rated as very poor; job satisfaction very poor; friendliness very good; punctuality very good (please see Figure 4 below).
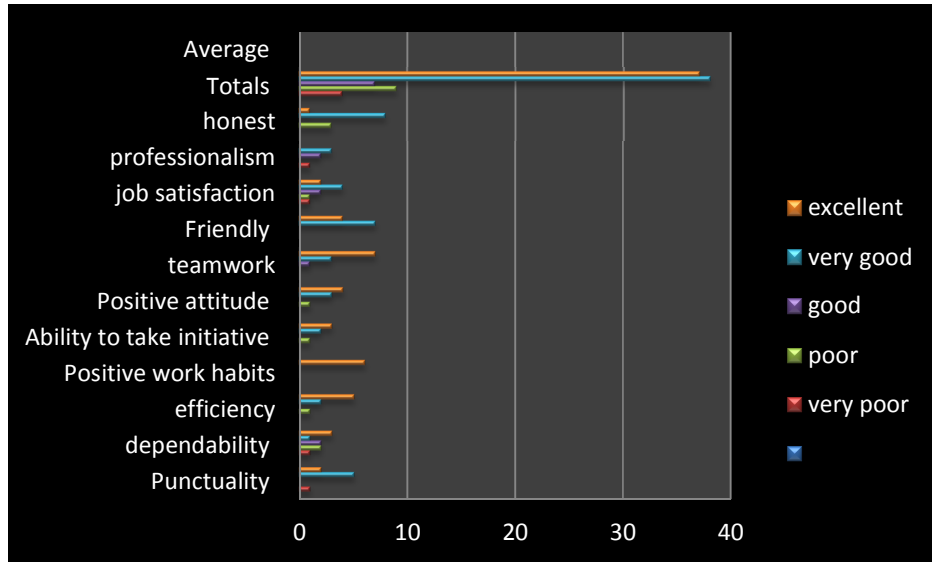


Figure 4: Ethical Ratings by Ministry of Home Affairs Employees
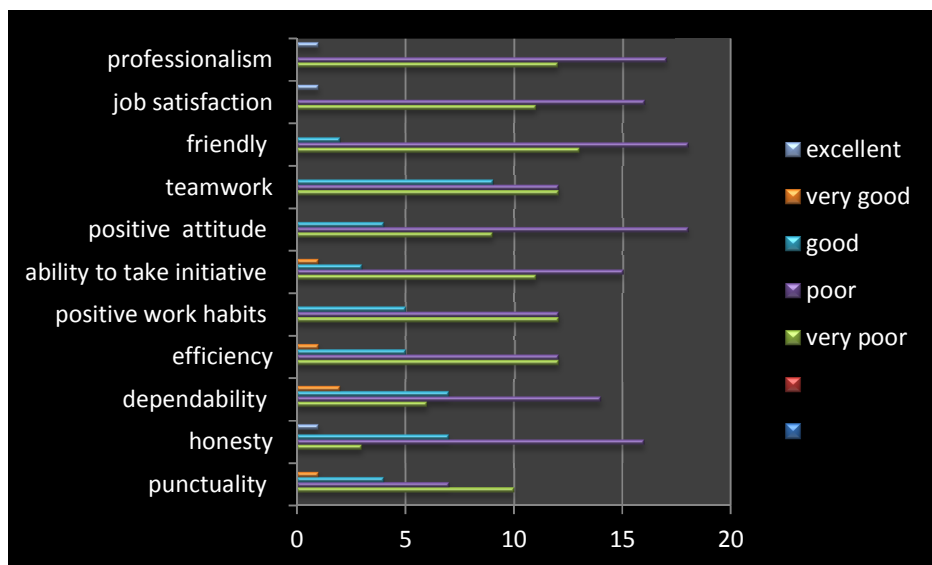


Figure 5: Ethical Ratings by the Public

Comparatively according to the ethical ratings by the public, professionalism was rated as very poor; job satisfaction very poor; friendliness very poor; punctuality very poor; positive work habits very poor (see figure 5 above).

Practical ethics is comparative, practical ethics tracks the needs of practitioners facing ethical challenges that cross familiar geographic and cultural boundaries. Employees at the ministry of Home Affairs need to understand the point of view of others and be prepared to give weight to what is sound in alternative perspectives. Those who do that are much more competent and resourceful in addressing the problems they face.

The findings of the study are that poor work ethics has a negative impact on the ministry. The researcher unravelled that negative components of punctuality, honesty, dependability, efficiency, positive work habits , friendliness , job satisfaction , professionalism will all impact negatively on the performance of the ministry. The magnitude of consequence (such as unfriendliness) divided by the benefit of the decision; extent of social consensus, probability of the effect will affect the corporate image, reputation and identity of the ministry. This study unravels that bad attitudes and unfriendliness has a strong negative impact on the ministry as a whole. Corbet's (2010) research on unfriendliness also unearthed the uneasy transitions, disaffections in organizations differences in behaviour from Home Affairs, screaming, self-mutilation head banging, not eating, incontinence, biting, scratching and sleeping disorders could be signs of dislike, enmity and unfriendliness.
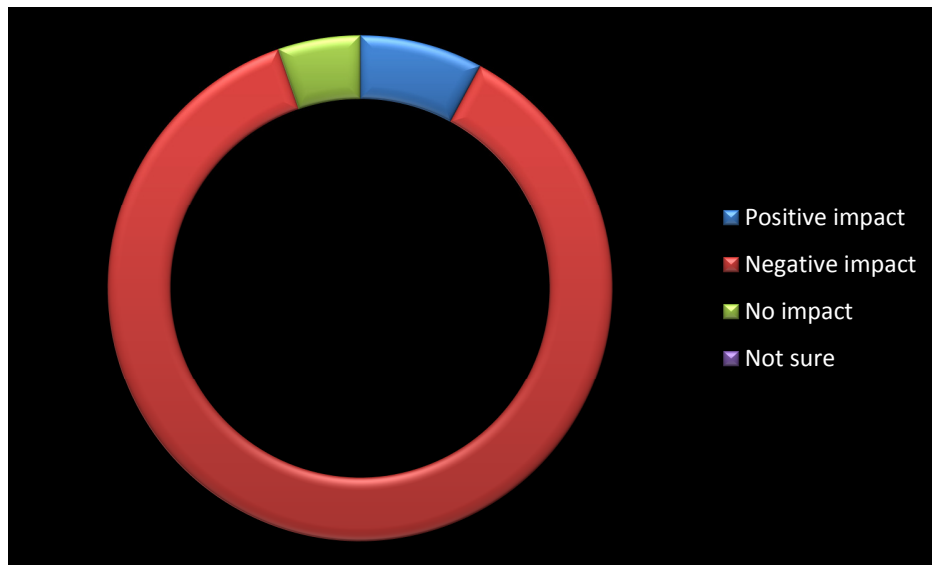
Figure 6: Impact of Poor work Ethics on Performance
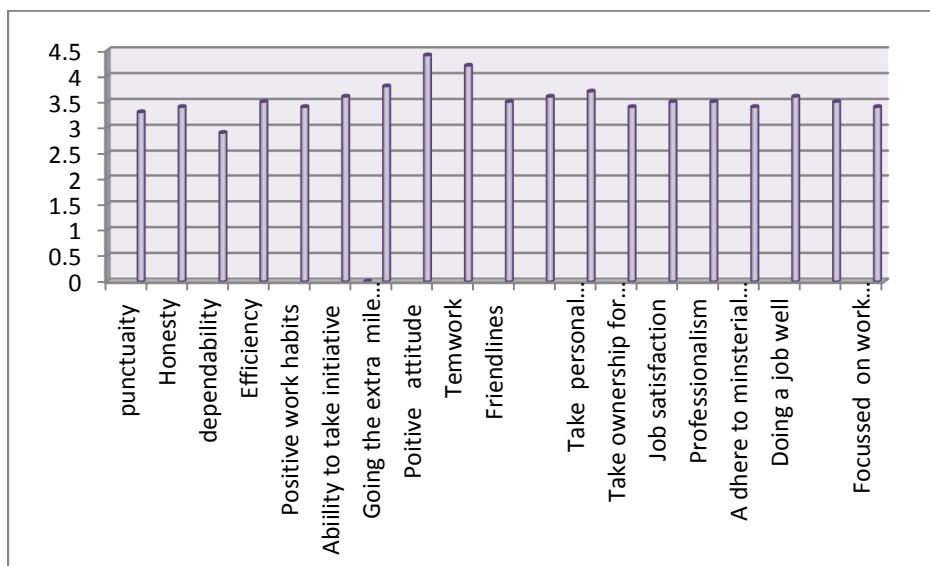


Figure 7: Performance Ratings by Ministry of Home Affairs

The performance ratings by the ministry of Home Affairs on average show that it is good. The way the ministry's employees rate themselves in terms of performance they regard themselves as good performers. The arithmetic mean on employee performance reveals that Punctuality is 3.3, honesty 3.4, dependability 2.9, efficiency 3.5, positive work-habits 3.4, ability

to take initiatives 3.6, teamwork .4.4, job satisfaction 3.5, professionalism 3.5, doing a job well

3.6, appropriate dressing code 3.5 and focussed on work schedule 3.4
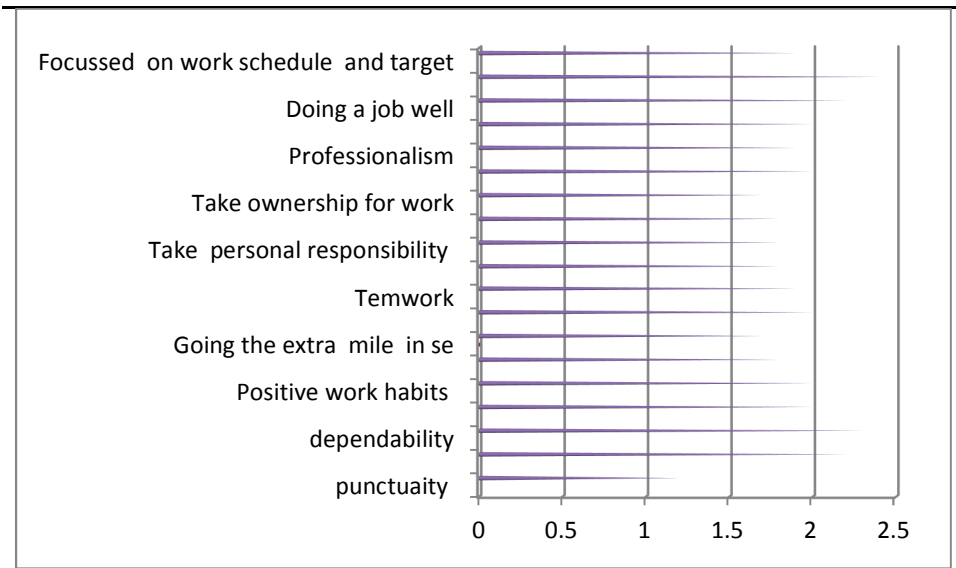


Figure 8: Performance Ratings by the Public

The performance ratings by the public consider employees at Home Affairs as very poor.

The arithmetic mean on performance is shown as punctuality is 1.2, honesty 2.2, dependability

2.3, efficiency 2, positive work-habits 2, ability to take initiatives 1.8, while team work 1.9,

friendliness 1.8, taking personal responsibility 1.8, job satisfaction 2 and professionalism 1.9.

**4.3.6    Research objective: To ascertain whether there is a correlation between the public's view of**
**government employees' work ethics, and the actual workplace practices within the**
**institution.**

Regression and correlation analysis are statistical tools used to study the relationship

between two variables one of which is dependent and the other independent .This type of

analysis is used to determine in this study whether there is relationship between variables, how

good is the relationship and how the relationship can be used to make estimates. Correlation

analysis is used to describe the degree of strength by which one variable is related to another.

Table 3:

Overall opinion of the public and Ministry of Home Affairs

| Overall views of the public | | | | Overall views Ministry of Home Affairs | | | |
|---|---|---|---|---|---|---|---|
| punctuality | | | 1.2 | punctuality | | | 3.3 |
| Honesty | | | 2.2 | Honesty | | | 3.4 |
| Dependability | | | 2.3 | Dependability | | | 2.9 |
| Efficiency | | | 2 | Efficiency | | | 3.5 |
| Positive work habits | | | 2 | Positive work habits | | | 3.4 |
| Ability to take initiative | | | 1.8 | Ability to take initiative | | | 3.6 |
| Going the extra mile in se | service | | 1.7 | Going the extra mile in se | service | | 3.8 |
| Positive attitude | | | 2 | Positive attitude | | | 4.4 |
| Teamwork | | | 1.9 | Teamwork | | | 4.2 |
| Friendliness | | | 1.8 | Friendliness | | | 3.5 |
| Take personal responsibility | | | 1.8 | Take personal responsibility | | | 3.6 |
| Take personal accountability | | | 1.8 | Take personal accountability | | | 3.7 |
| Take ownership for work | | | 1.7 | Take ownership for work | | | 3.4 |
| Job satisfaction | | | 2 | Job satisfaction | | | 3.5 |
| Professionalism | | | 1.9 | Professionalism | | | 3.5 |
| A adhere to ministerial code of conduct | | | 2 | A adhere to ministerial code of conduct | | | 3.4 |
| Doing a job well | | | 2.2 | Doing a job well | | | 3.6 |
| Appropriate dressing code | | | 2.4 | Appropriate dressing code | | | 3.5 |
| Focused on work schedule and target | | | 1.9 | Focused on work schedule and target | | | 3.4 |
| | | | | | | | |

The overall rating views of the ministry of Home Affairs are independent variables while the overall rating views of the public are dependent variables. A dependant variable (y) represents the measure that reflects the outcome of the research study while an independent variable (x) represents the treatment or conditions that the researcher has either direct or indirect control to test their effects on a particular outcome. Computing Pearson's coefficient of correlation ($r$) .This co-efficient measures the degree of association between the variables. The

slope of the scattered plots in figure below shows that

$r$ $is$ $negative$ $and$ $the$ $scattered$ $plots$ $are$ $negative$ .The Pearson correlation of analysis used to compute data for this study employed these formulae:

$$r = \frac{n[\sum xy - (\sum x)(\sum y)]}{\sqrt{n(\sum_x 2) - (\sum_x)2} \ \sqrt{n(\sum_y 2) - (\sum_y)2}}$$

Where $\sum x = sum\ of\ all\ x\ scores$

$n = number\ of\ pairs\ of\ data$

$\sum_x 2 = each\ x\ score\ should\ be\ squared\ and\ then\ added$

$\left(\sum_x 2\right) = the\ total\ of\ the\ x\ scores\ should\ be\ squared\ .$

$\sum xy = multiply\ each\ x\ score\ by\ its\ corresponding\ y\ score\ and\ then\ add\ the\ products$

Table 4:

Dependent and Independent Variables for the research study

| | | | | | x | Y |
|---|---|---|---|---|---|---|
| punctuality | | | | | 3.3 | 1.2 |
| Honesty | | | | | 3.4 | 2.2 |
| Dependability | | | | | 2.9 | 2.3 |
| Efficiency | | | | | 3.5 | 2 |
| Positive work habits | | | | | 3.4 | 2 |
| Ability to take initiative | | | | | 3.6 | 1.8 |
| Going the extra mile in se | service | | | | 3.8 | 1.7 |
| Positive attitude | | | | | 4.4 | 2 |

| | | | | | 4.2 | 1.9 |
|---|---|---|---|---|---|---|
| **Teamwork** | | | | | 4.2 | 1.9 |
| **Friendliness** | | | | | 3.5 | 1.8 |
| **Take personal responsibility** | | | | | 3.6 | 1.8 |
| **Take personal accountability** | | | | | 3.7 | 1.8 |
| **Take ownership for work** | | | | | 3.4 | 1.7 |
| **Job satisfaction** | | | | | 3.5 | 2 |
| **Professionalism** | | | | | 3.5 | 1.9 |
| **A adhere to ministerial code of conduct** | | | | | 3.4 | 2 |
| **Doing a job well** | | | | | 3.6 | 2.2 |
| **Appropriate dressing code** | | | | | 3.5 | 2.4 |
| **Focused on work schedule and target** | | | | | 3.4 | 1.9 |

The scatter plot below graphically represents the relationship between X and Y variables. The value of the independent variables X plotted in respect of the horizontal axis and the value of the dependent variables are plotted in respect of the horizontal axis. The scatter plot shows there is negative correlation between the views of the public and that of the government.
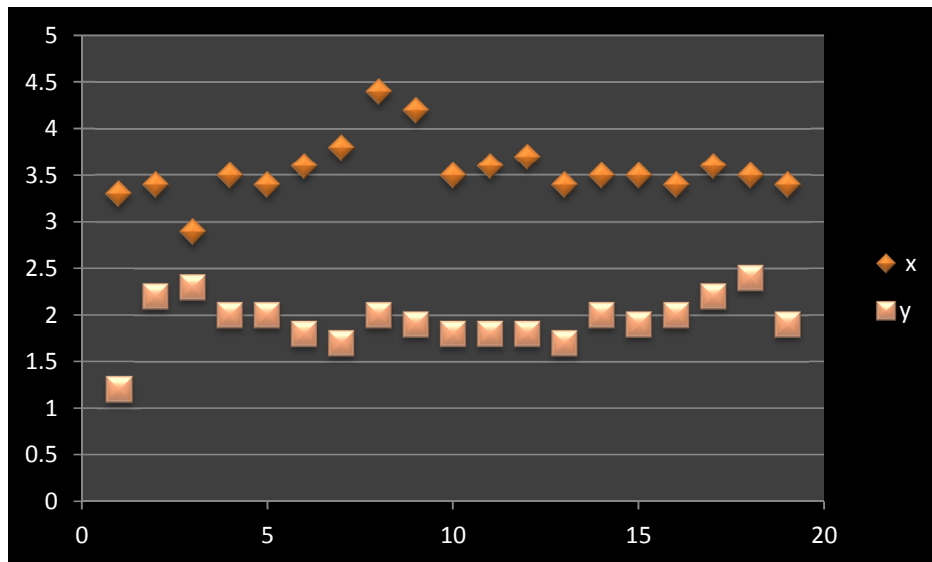


Figure 9: Scatter Plot: Relationship between Y and X Variables

Table 5:

Computation of Correlation Analysis

|  |  |  |  |  | X | y | XY | X² | Y² |
|---|---|---|---|---|---|---|---|---|---|
| punctuality |  |  |  |  | 3.3 | 1.2 | 3.96 | 10.89 | 51.6 |
| Honesty |  |  |  |  | 3.4 | 2.2 | 7.48 | 11.56 | 4.84 |
| dependability |  |  |  |  | 2.9 | 2.3 | 6.67 | 8.41 | 5.29 |
| Efficiency |  |  |  |  | 3.5 | 2 | 7 | 12.25 | 4 |
| Positive work habits |  |  |  |  | 3.4 | 2 | 6.8 | 11.56 | 4 |
| Ability to take initiative |  |  |  |  | 3.6 | 1.8 | 6.48 | 12.96 | 3.24 |
| Going the extra mile in se | service |  |  |  | 3.8 | 1.7 | 6.46 | 14.44 | 2.89 |
| Positive attitude |  |  |  |  | 4.4 | 2 | 8.8 | 19.36 | 4 |
| Teamwork |  |  |  |  | 4.2 | 1.9 | 7.98 | 17.64 | 3.61 |
| Friendliness |  |  |  |  | 3.5 | 1.8 | 6.3 | 12.25 | 3.24 |
| Take personal responsibility |  |  |  |  | 3.6 | 1.8 | 6.48 | 12.96 | 95.4 |
| Take personal accountability |  |  |  |  | 3.7 | 1.8 | 6.66 | 13.69 | 3.24 |
| Take ownership for work |  |  |  |  | 3.4 | 1.7 | 5.78 | 11.56 | 2.89 |
| Job satisfaction |  |  |  |  | 3.5 | 2 | 7 | 12.25 | 4 |
| Professionalism |  |  |  |  | 3.5 | 1.9 | 6.65 | 12.25 | 3.61 |
| adhere to ministerial code of conduct |  |  |  |  | 3.4 | 2 | 6.8 | 11.56 | 4 |
| Doing a job well |  |  |  |  | 3.6 | 2.2 | 7.92 | 12.96 | 129.8 |
| Appropriate dressing code |  |  |  |  | 3.5 | 2.4 | 8.4 | 12.25 | 5.76 |
| Focused on work schedule and target |  |  |  |  | 3.4 | 1.9 | 6.46 | 11.56 | 3.61 |
| totals |  |  |  |  | 67.6 | 36.6 | 130.08 | 242.36 | 1339.56 |
|  |  |  |  |  |  |  |  |  |  |

$$r = \frac{n(\sum xy - (\sum x)\sum y)}{\sqrt{n(\sum_x 2) - (\sum_x)2} \ \sqrt{n(\sum_y 2) - (\sum_y)2}}$$

$N = 20$      $\sum xy = 130.08$      $\sum_x 2 = 242.36$      $\sum_y 2 = 1339.56$

$$r = \frac{20(130.08 - (67.6)(36.6)}{\sqrt{20(242.36) - 67.6^2} \; \sqrt{20(1339.56^2 \quad - 36.6^2}}$$

$r = \underline{2601.6 - 2474.16}$

$\sqrt{4847.2} - 4569.76 \; \sqrt{20(1794420.99 - 1339.56)}$

$r = \underline{2601.6 - 2474.16}$

$\sqrt{4847.2} - 4569.76 \; \sqrt{20(1794420.99 - 1339.56)}$   $\quad r = \frac{23541.84}{\sqrt{277.44}\sqrt{3561628.6}}$

$r = \frac{23541.84}{(16.65)(1887.22)}$

$$r = \frac{23541.84}{31422.213}$$

$$r = 0.749$$

This means that there is an inverse or negative relationship between the government views and the public views on ethical issues. This means that Y decreases as X increases then r is falling between 0 -1.

**4.4 Conclusion**

The findings of the study are that poor work ethics has negative impact on the ministry of Home Affairs. The researcher unravelled that negative components of punctuality, honesty,

dependability, efficiency, positive work habits, friendliness, job satisfaction, professionalism will all impact negatively on the performance of the ministry. Regression and correlation analysis are statistical tools used to study the relationship between two variables one of which is dependent and the other independent. This type of analysis is used to determine in this study whether there is relationship between variables, how good is the relationship and how the relationship can be used to make estimates. Professional ethics is the greater part of our moral life is made up of institutional roles and relationships. These are settled patterns of interaction crucial to the quality of collective life. Institutional roles are not just functional but normative a source of new ideas. The scatter plot below graphically represents the relationship between   X and y variables. The value of the independent variables X plotted in respect of the horizontal axis and the value of the dependent variables is plotted in respect of the horizontal axis. The scatter plot shows there is negative correlation between the views of the public and that of the government. There is an inverse or negative relationship between the government views and the public views on ethical issues. This means that Y decreases as X increases then r is falling between 0 -1.

# CHAPTER 5 CONCLUSION AND RECOMMENDATIONS

## 5.1 INTRODUCTION

The purpose of this study was to explore the impact of work ethics on specific workplace practises in the Ministry of Home Affairs and Immigration's division of Alien Control, Citizenship and Passports. However, this chapter discusses the conclusion taking into consideration the objectives, literature study, research questions as the critical point of this study. Included are the recommendations derived from the conclusions.

## 5.2 Summary of key findings

The following conclusions were drawn from the study.

**5.2.1** Based on the foregoing findings and analysis, it can be concluded that most of the respondents comprehends the term and delineation of the concept ethics. Ethics is perceived the set of rules prescribing what is good or evil or what is right or wrong. Some respondents at Ministry of Home Affairs indicated that a business which does not esteem ethical criteria and fails to advance them will disrupt its integrity and unity. Work ethics is the honest, respectful and fair conduct by an organisation and its representatives in all of its relations.

**5.2.2** Majority of the respondents stated that corruption of all kinds is found at the ministry of Home Affairs. These forms of corruption are bribery, embezzlement, extortion, straddling, and fraud and tester chicanery.

**5.2.3** The respondents articulated that customer service at Home Affairs is very poor. The frontline officers are not friendly, very hostile, rude and don't have time to listen to clients. The public observed that the Home Affairs staffs are very argumentative towards clients and leave

the counters unattended. It can be concluded that customer service at Home Affairs in terms of service delivery does not provide value for money. Those people with connections in high places their documents are processed as fast as possible.

**5.2.4** The major finding was that there is lack of training among Home Affairs staff. The majority of those who have been trained have a problem of applying what they have been taught at government training offices. Some respondents indicated that training of staff at both managerial and operational level will improve the service delivery by Home Affairs.

**5.2.5** The researcher concluded that there is lack of supervision within the ministry of Home Affairs. The majority of staff is late coming and this causes the front line offices to be without a person. The researcher also observed that there is too much workload for the staff to cope with the work and a need to employ more personnel in order to improve the processes. Employees do as they please and they are not held accountable for their actions. Free-reign leadership style occurs when subordinates have the audacity to do whatever they please without control.

**5.2.6** The achievement of the study are that poor work ethics has negative impact on the ministry of Home Affairs. The researcher unravelled that negative components of punctuality, honesty, dependability, efficiency, positive work habits, friendliness, job satisfaction, professionalism will all impact negatively on the performance of the ministry.

**5.2.7** The performance ratings by the ministry of Home Affairs on average show that it is good. The way the ministry employees rate themselves in terms of performance, they regard themselves as good performers. The performance ratings by the public consider employees at the same ministry as very poor in service delivery.

**5.2.8** The scatter plot below graphically represents the relationship between X and y variables. The value of the independent variables X plotted in respect of the horizontal axis and the value of the dependent variables are plotted in respect of the horizontal axis. The scatter plot shows there is negative correlation between the views of the public and that of that of the ministry.

## 5.3 RECOMMENDATIONS

In the light of the above conclusions of the study, the following recommendations were made to improve on service delivery at the ministry of Home Affairs:

**5.3.1** Despite having the code of ethics which is understood by Home Affairs, it is recommended that employees must adhere to the code of ethics. Implementation of the code of ethics becomes inevitable at Home Affairs so that employees stick to the regulation, policies and practises.

**5.3.2** It is important that hard work should be rewarded whereas laziness, poorness and unethical deeds should be condemned. Supervisors can utilise different means of recognising their staff such as acknowledgement for the job well done, e.g. a thank note and even a pat on the back or shoulder could mean something to a staff member. The regular use of these mechanisms would motivate and boost officers' morale, but if none of them are used then officers are likely to leave.

**5.3.3** Promotion system within the ministry of Home Affairs should be reviewed and considered to allow hard working and honesty employees to be promoted. Every hard working employee deserves to be valued in terms of performance so that he /she can advance in rank, status and salary. This can be achieved through various means, firstly, expansion of Home

Affairs, and secondly identify strength and weakness of officers through upward , horizontal and vertical expansion of jobs.

**5.3.4** Mitigating the effects of corruption at Home Affairs should be done through the establishment of hot-lines, whistle-blowing, auditing of the organisations, thorough investigations and constant visits to the ministry by auditors. It is important the department employs the right people who can deliver the job at the right time. Honest hard working employees with ethical values should be employed at the ministry .The general business intelligence in researching exterminating and weeding out corruption must be done.

**5.3.5** The use of technology can be another way to enhance customer service. Customers do not need to queue to collect forms which can be downloaded on the internet. The use of electronic forms and electronic services will enhance customer services. It is recommended that constant trainings should be done in order to improve customer care; the training methodology must be student centred training not content based training.

**5.3.6** Building ethical business at Home Affairs commands the full spectrum of leadership and commitment with the individuals, countries and international community. The ministry's efforts to fight corrupt practises should start with corporate governance, effective transparency and disclosure mechanisms. A more integrated approach should also include the training of the Home –Affairs on ethics and corporate governance, compliance programs, initiative to improve ethical behaviour and culture within the ministry. A clean up approach of detoxing all the unethical personnel at the ministry of Home Affairs should be done from the OPM working together with the public.

**5.3.7** It is also recommended that the promotion of good ethical behaviours through meetings by management should be constantly done. The minister in charge of the ministry should constantly visit the ministry so as to discourage late comers and using the media to correct bad apples. Ethical behaviours such as professionalism, integrity, dependability, appropriate dressing, teamwork, friendliness and doing your job well must be constantly emphasised emanating from the vision and mission of the ministry. There is a great need to change the ministerial image, service deliveries and corporate reputation of the ministry through the use of communication department. The use of both local and outsourced consultancy / spin doctors can be another methodology of changing the image of the ministry.

**5.3.8** The training of leadership and the implementation of change management techniques should be done in order have the correct people in leadership positions. Those that are incapable, inefficient, unethical and ineffective should just be fired from their jobs and employ the right people having the right tools to execute the job. A culture of promoting laziness, deadwood, and uneducated people in high places should be nipped in the bud. The leadership should lead by example and employ technocrats who are able to turnaround the situation of poor service delivery within the ministry.

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# Appendices

**SURVEY QUESIONAIRRE FOR MINISTRY OF HOME AFFAIRS STAFF**

**Exploring the impact of work ethics on specific work practices in the ministry of Home Affairs and**

**Immigration's Division of Alien Control, Citizenship and Passports**

**Introduction**

I would like to thank you for taking the time to participate in this survey. This survey is part of my master's research programme which I am completing with the Polytechnic of Namibia. This survey will approximately take you 15 minutes to complete.

**Purpose of this study:** To exploring the impact of work ethics on specific work practices in the ministry of Home Affairs and Immigration's Division of Alien Control, Citizenship and Passports.

**Confidentiality:** Be assured that your responses will not be distributed to third parties and no names will be used in the report.

**Deadline:** 10 June 2013

**Questionnaire:** Please note that this questionnaire consists of THREE main sections:

Section A: Personal Information

Section B: Employees' perceptions towards work ethics

Section C: Impact of work ethics on specific workplace practices

For any further clarifications or questions, kindly do not hesitate to contact the researcher, Saki

Nikodemus, on 081 257 5740 or truelead@iway.na

THANK YOU FOR YOUR KIND COOPERATION

Please indicate your consent to participating in this research study by checking (X) the box below.

☐

**SECTION A: PERSONAL INFORMATION**

**A1. Sex:**

----------- Male

----------- Female

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**A2. Age**

------------- Less than 20 years

------------- 20-30 years

------------- 31-40 years

------------- 41-50 years

------------- 51-60 years

-------------- More than 60 years

================================================================================

**A3. Marital Status**

------------- Married

------------- Single

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**A4. Number of years employed in the ministry**

------------ less than 3 years

------------ 4 – 10 years

------------ 11 – 20 years

-------------21 – 30 years

------------ 31 – 40 years

------------ more than 40 years

**A5. What position are you occupying in your division?**

------------------ Top management

------------------ Middle management

------------------ Lower management

------------------ Non-management

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**SECTION B: EMPLOYEES' WORK ETHICS PERCEPTIONS**

**B1. Do you understand the term work ethics?**

------------- Yes

------------- No

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**B2. What would you consider as good work ethics? (please indicate below)**

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**B3. What would you consider as poor work ethics? (please indicate below)**

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**B4. Do you believe that the level of work ethics in the public sector is poorer than the one in the**

**private sector?**

-------------- Yes

-------------- No

------------- Not sure

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**B5. What are the causes of poor work ethics in your division?**

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**B6. What can lead to good work ethics in your division?**

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**SECTION C: WORK ETHICS IMPACT ON SPECIFIC WORKPLACE PRACTICES**

**C1. How would you rate your own work ethics? (tick the appropriate box)**

**Scale: 1= very poor; 2=poor; 3= good; 4= very good; 5= excellent**

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Punctuality | | | | | |
| Honesty | | | | | |
| Dependability | | | | | |
| Efficiency | | | | | |
| Positive Work Habits | | | | | |
| Ability to take Initiative | | | | | |
| Go the extra mile in your work | | | | | |
| Positive Attitude | | | | | |
| Teamwork | | | | | |
| Friendly | | | | | |
| Take personal responsibility for your work | | | | | |
| Take personal accountability for your work | | | | | |
| Take ownership of your work | | | | | |
| Job satisfaction | | | | | |
| Professionalism | | | | | |
| Adhere to ministerial code of conduct | | | | | |
| Doing a job well | | | | | |
| Appropriate dressing code | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| Remaining focus on work schedules and targets | | | | | |

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**C2. How would you rate the overall level of work ethics in your division?**

**Scale: 1= very poor; 2=poor; 3= good; 4= very good; 5= excellent**

| Punctuality | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Honesty | | | | | |
| Dependability | | | | | |
| Efficiency | | | | | |
| Positive Work Habits | | | | | |
| Ability to take Initiative | | | | | |
| Go the extra mile in your work | | | | | |
| Positive Attitude | | | | | |
| Teamwork | | | | | |
| Friendly | | | | | |
| Take personal responsibility for your work | | | | | |
| Take personal accountability for your work | | | | | |
| Take ownership of your work | | | | | |
| Job satisfaction | | | | | |
| Professionalism | | | | | |
| Adhere to ministerial code of conduct | | | | | |
| Doing a job well | | | | | |

| Appropriate dressing code | | | | | |
|---|---|---|---|---|---|
| Focused on work schedules and targets | | | | | |

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**C3. What impact does poor work ethics has on the performance of the division?**

-------------------- Positive Impact

-------------------- Negative Impact

-------------------- No impact

-------------------- Not sure

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**C4. Do you think there is correlation between work ethics and productivity?**

------------------ Yes

---------------- No

------------------ Not sure

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**C5. How would you rate the public's overall perception with regard to your division's work ethics and performance?**

**Scale: 1= very poor; 2=poor; 3= good; 4= very good; 5= excellent**

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**SURVEY QUESIONAIRRE FOR THE PUBLIC**

**Exploring the Impact of Work Ethics on Specific Work Practices in the Ministry of Home Affairs and**

**Immigration's Division of Alien Control, Citizenship and Passports**

**Introduction**

I would like to thank you for taking the time to participate in this survey. This survey is part of my master's research programme which I am completing with the Polytechnic of Namibia. This survey will approximately take you 10 minutes to complete.

**Purpose of this study:** To exploring the impact of work ethics on specific work practices in the ministry of Home Affairs and Immigration's Division of Alien Control, Citizenship and Passports.

**Confidentiality:** Be assured that your responses will not be distributed to third parties and no names will be used in the report.

**Questionnaire:** Please note that this questionnaire consists of THREE main sections:

Section A: Personal Information

Section B: Public's perceptions of Ministry's the work ethics

Section C: Public's perception of the Impact of work ethics on specific workplace practices

For any further clarifications or questions, kindly do not hesitate to contact the researcher, Saki

Nikodemus, on 081 257 5740or truelead@iway.na

THANK YOU FOR YOUR KIND COOPERATION

Please indicate your consent to participating in this research study by checking (X) the box below.

## SECTION A: PERSONAL INFORMATION

**A1. Sex:** (please tick appropriate answer)

----------- Male

-----------Female

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**A2. Age:** (please tick appropriate answer)

------------- Less than 20 years

------------- 20-30 years

------------- 31-40 years

------------- 41-50 years

------------- 51-60 years

-------------- More than 60 years

===============================================================================

**A3. Marital Status** (please tick appropriate answer)

------------- Married

------------- Single

===============================================================================

## SECTION B: PUBLIC'S WORK ETHICS PERCEPTIONS OF MINISTRY OF HOME AFFAIRS

**B1. Do you understand the term work ethics?** (please tick appropriate answer)

------------- Yes

------------- No

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**B2. What would you consider as good work ethics?** (please write down below)

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**B3. What would you consider as poor work ethics?** (please write down  below)

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**B4. Do you believe that the level of work ethics in the public sector is poorer than the one in the**

**private sector?**

-------------- Yes

-------------- No

------------- Not sure

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**B5. What are the causes of poor work ethics in the Ministry of Home Affairs?(please write down**

**below)**

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**B6. What can lead to good work ethics in the Ministry of Home Affairs?** (Please write down below)

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## SECTION C: IMPACT OF WORK ETHICS ON SPECIFIC WORKPLACE PRACTICES

**C1. How would you rate the overall level of work ethics in Ministry of Home Affairs?** (tick appropriate

box)

**Scale: 1= very poor; 2=poor; 3= good; 4= very good; 5= excellent**

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Punctuality | | | | | |
| Honesty | | | | | |
| Dependability | | | | | |
| Efficiency | | | | | |
| Positive Work Habits | | | | | |
| Ability to take Initiative | | | | | |
| Going the extra mile in service deliver | | | | | |
| Positive Attitude | | | | | |
| Teamwork | | | | | |
| Friendliness | | | | | |
| Take personal responsibility for work | | | | | |
| Take personal accountability for work | | | | | |
| Take ownership of work | | | | | |
| Job satisfaction | | | | | |
| Professionalism | | | | | |
| Adhere to ministerial code of conduct | | | | | |
| Doing a job well | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| Appropriate dressing code | | | | | |
| Focused on work schedules and targets | | | | | |

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**C2. What impact does poor work ethics has on the performance of the ministry?** (please tick

appropriate answer)

-------------------- Positive Impact

-------------------- Negative Impact

-------------------- No impact

-------------------- Not sure

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**C3. Do you think there is relationship between work ethics and performance?** (please tick appropriate

answer)

------------------ Yes

----------------- No

------------------ Not sure

===============================================================================

**C4. How would you rate the public's overall perception with regard to the ministry's work ethics and**

**performance?** (please indicate below)

**Scale: 1= very poor; 2=poor; 3= good; 4= very good; 5= excellent**

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