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CHALLENGES OF ETHICS IN NIGERIA WITHIN THE CONTEXT OF GLOBAL ETHICAL PRACTICE

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Abstract

This paper is an exploratory study of the challenges of ethics in Nigeria within the context of Global ethical practice. Its major objective is to measure the extent to which Unethical behaviour has declined among the Nigerian populace as a result of the recent efforts of the Civilian Administration at fighting corruption in the country. Because a significant number of Nigerian organizations have their headquarters in Lagos, the opinions of a randomly selected 2,623 respondents spread across private and public organizations in Lagos State were gathered, and it was discovered that unethical practices are still prevalent in Nigerian organizations. Nine (9) hypotheses were tested using the analysis of variance (ANOVA) and Pearson Rank Correlation statistical tools. Finally, this study highlights recommendations geared at promoting ethical behaviour in Nigeria.

Keywords: Ethics, Ethical Practice, Unethical Behaviour.

1.0 Introduction

Ethics refers to a code of conduct that guides an individual in his/her dealings with others. It has to do with personal behaviour and moral duty. It is concerned with what is right and wrong. In work situation, it is concerned with principles and practices of moral and good conducts in business life.

The 'challenges of ethics' are meant to be the problems of ethical values confronting business operators in Nigeria and its relationship with the need for the development of ethical codes of conduct for organizations in Nigeria. Both issues are examined in this paper. Nigerian business as used in the paper refers to business organizations situated in Nigeria. It could also mean engaging in business transactions with individuals and business organisations located in Nigeria. Again, both aspects are examined in this paper. Global context refers to a multidimensional concept, which emphasized the interdependence of relationship among nations. This is expressed in terms of integration of economies all over the world with respect to trade, technology, financial matters, information network and cross cultural current and several other dimensions. Business practices, here is a focus on the modes of carrying out business transactions in different cultures and countries across the globe.

2.0 Theoretical Framework

A convenient starting point is to examine business ethics in action, in some of the developed countries of the world, and then the Nigerian practice will be focused upon. Ethics in Europe has a protestant origin. Schumpeter (1934) linked entrepreneurship with protestant ethics that legitimized the rational pursuit of economic gains. The traditional work ethics emphasizes the inherently good nature of work and that by working hard, one can overcome problems by accumulating material wealth. It holds that God's grace is achieved as one succeeds in life (Yoder and Staudoli 1982).

In the United States, the religious groups similarly introduced ethics into business practices in the 1930s. The spread of work ethics in the U.S was aided by a number of factors. These included the country's vast natural resources, belief in America as a land of opportunity and wartime patriotism of the Americans (Yoder and Staudohar 1982). In the Soviet block, ethics took a different dimension. Marxism and socialism were used to solidify the linkage between work as an end in itself and the overall development of the society. The Japanese have work ethics that emphasizes excellence in various ramifications. Thus, business ethics in various places and situation derived from religious doctrine, political and economic philosophy, cultural norms and values. The Islamic countries like Iran, Saudi Arabia and Iraq have fundamental Islamic ethics guiding their business interactions.

Nigerians like Japanese have customs and moral values that could be used as building blocks in developing business ethical values. But Nigeria has had vagaries of political and economic instability, and leadership patterns that had robbed off the application of these values in business operations. Also, among the ruling elites, lack of ethics is leading to failure and collapse of multi-million naira public corporations enterprises and contracts.

3.0 The African Situation

Africa is the world third largest continent, after Asia and America. It has a population of over 600 million people, which is about 10% of the world population. By all indicators of progress and development, it is the poorest. It is prone to disease and pestilence and it houses the largest group of refugees because of conflicts. These conflicts are products to ethnic or tribal hatred, which are acts of indiscipline or unethical behaviours. It is significant to note today; that almost all African countries are facing one form of socio-political upheaval or the other (Umaru, 2000). In North Africa, Islamic revolutionaries in Egypt, Tunisia and Algeria engage secular governments in struggle of survival while in Cote D'Ivoire, a civil war is raging. These scenarios are tips that represent a surface-scratch of the African problem. Consequently, morality becomes weak and in existence are deprivation, stagnation, poverty and corruption. The debt burden complicated by suffocating corruption has stifled all forms of development (Umaru, 2000). Therefore, it is apparent that African countries have ethical problems of monumental dimensions, which are presently the product of political instability, lack of resources and miss-application of resources, negative work habits and unethical behaviour. The results are lack of and slow pace of economic development.

4.0 From Social Responsibility to Business Ethics

The present concern for business ethics or ethical behaviour in the organisation is similar to the social responsibility debate of the 1970s. Around the mid-1960s in the U.S. questions about the role of business and debates about the business-society relationships had reached a significant pitch (Mintzberg, 1982). On the surface, there were elements for radical change, which included:

1. Widespread debate on the subject of Ethics;
2. The appointment of vice-presidents for social responsibility;
3. Widespread call for social audit;
4. The introduction of codes of practice;
5. New literature on Ethics springing up in business schools;

All these were set in an atmosphere of serious ecological concern (Gray 1990). In the United Kingdom, majority of organisations subscribed to a published code of practice/statement of mission/statement of social responsibility. Therefore, codes existed as a significant part of organisation life. However, whether they did or could affect behaviour is very much in question. Gray (1990) noted that the current business ethics debates and the debates on social responsibility before it had failed to take root where they mattered in organisations and governments. Literature of business ethics is mostly described in terms of individuals and, in particular the self-interest or the moral motivation of individuals. There is the problem of the nature of relationship between individual and organisation roles, and a consideration for "individual role" in the organisation (Wilbug, 1988). Organisations on the other hand, are seen as managerialists, where managers have powers in their own hands to change organisation to benefit their own interest. This is a simplistic view. In actual practice, the process of changing the moral or ethical behaviour of organisation is profoundly complex and requires careful approach (Smith, 1982).

Gray (1990) suggested two approaches in introducing ethical changes in the society. The first approach is the revolutionary option. This stems from the recognition that the problems we perceive are the result of systematic distortion and this morphogenetic change can only be achieved through systematic change. Second, the market option (doing nothing), is formed on the principle of person selfishness, which sees the calculated cleverness in the interest of self. This option is, unethical and shows no desirable possibilities for the species. Our discussion of the practice in U.S.A. and U.K. is not intended to show that ethical issues are not given the much attention that they require in these countries. Rather, it is to show that there are considerable rooms for improvement. Studies of ethics have been made compulsory courses in the advanced countries in institutions of learning based on the belief that the more you teach or repeat them, the more they are likely to take root in the hearts of the people and consequently influence their behaviour.

5.0 Nigeria Experience

There is widespread lack of commitment to ethical behaviour, concern for excellence and self-reliance in Nigeria and in Nigerian Organisations. Akinyemi (2002) noted that one of the

greatest social and economic problems in Nigeria and indeed Africa, which must be tackled, is that of breakdown in morals, work ethics, discipline, social responsibility and general civility among its citizens. Ogundele (1999) reported several acts of indiscipline, which had their roots in socio-cultural patterns, the political process, economic system, psychological orientation family background leadership behaviour value system legal/ system modernization process majorly due to management slacks lack of motivation and lack of commitment to religious tenets. These had made the attainment of national development goal difficult and equally resulted in low performance of organisations in Nigeria. Ethical problems have forced various governments in Nigeria since the 1976 administration to introduce one form of legislation or the other to curb this monster. Since 1997 and up to 2003, Nigeria had consistently been listed as one of the corrupt countries in the world by Transparency International. In its 2001 annual corruption index released by Transparency International (TI), Nigeria was second to the Asian country of The reported survey of 91 countries ranked Nigeria 90 while Bangladesh ranked 91st. Other countries in the bottom ranked states were; Uganda, Indonesia, Kenya, Cameroun, Bolivia, Ukraine, and Tanzania. Ranking of some other African countries were Zambia 25, Zimbabwe 65, Malawi 61, South Africa 38 and Namibia 30. Botswana had the lowest perceived corruption rate of any developing country and was no.30 on the index. Rich countries topped the clean list as they had the lowest level of public corruption. The cleanest were Finland, Denmark, New Zealand, Iceland Singapore, Sweden, Canada, Netherlands, Luxembourg and Norway. National Mirror (2006) reflected that, Haiti, a small Island in the Caribbean topped the list of corrupt countries in the world. Corning second and third were Berman and Iraq respectively, while Bangladesh was in the 8th position in the list released by Transparency International. Nigeria did not make the list of the 10 most corrupt countries that year. Thomas (2007), while evaluating the performance of the Economic and Financial Crimes Commission (EFCC) reported Nigeria's movement up Transparency International's corruption perception index in 2007. Nigeria was dead last, when only 90 nations were listed in the index. In 2006, there were 13 countries ranked below Nigeria. Nevertheless, in 2007, the list ran to 163 countries and Nigeria placed 142 on the list. This movement he credited to President Olusegun Obasanjo's effort to expose and prosecute crooked politician. The most visible effort being the EFCC, described by a western diplomat as "the most effective law enforcement agency in West Africa". Also, Eso (2007) described the anti-corruption officers of the EFCC and Independent Corrupt Practices Commission (ICPC) as highly disciplined persons.

Ogundele (2000) reported that other countries in Asia, at the same level of economic development as Nigeria at independence had produced entrepreneurs who responded positively to government economic policies, thus making their countries better developed than Nigeria. These include Pakistan, Singapore, and Trinidad and Tobago. The relatively lower level of development in Nigeria was traced partly to acts of indiscipline when were unethical behaviours. Ogundele & Opeifa (2004) gave a comprehensive description and analysis of unethical business p in Nigeria including electronic fraud. Earlier on, Joseph (1991) stated that Nigeria obtained and expanded \$100,000 million US dollars in the periods 1974 to 1982 in oil revenues that were available for investment purpose. Such a sum, if properly used, could have catapulted Nigeria into the rank of industrialized nations of the

world. The various governmental initiatives and actions and the writing of concerned citizens were targeted at ensuring and putting in place an ethically decent society. The present study attempts to establish how far Nigerians and Nigerian organisations have moved towards establishing and imbibing ethical behavior. Ekpo Ufot (1990) study of ethical behaviour in Lagos State among prison inmates, the seminary and the general public and Ogundele (1999) study of ethical behaviour in the primary, secondary and tertiary educational institutions in Lagos and Oyo States serve as benchmark for this current study.

Ekpo (1990) found that reported frequencies of unethical behaviour were high and were virtually the same among the studied groups. Ogundele (1999) findings were similar to Ekpo Ufot (1990) study, except that the latter study isolated the twelve factors that were responsible for unethical behaviour. Leadership, which was singled out as being central in promoting corruption in Nigeria was a major factor (Eso, 2007).

6.0 Attempts by Past Governments at Curbing Corruption and Bribery and other Acts of Indiscipline in Nigeria

When General Murtala Muhammed became the Head of State in 1975, there were massive dismissals and compulsory retirements of people alleged to have been corrupt in one form or another. President Shehu Shagari was reported to have said “more than anything among the problems facing his administration were that of bribery, corruption, and lack of dedication to duty, dishonesty and all such vices. (Enahoro, 1982). In 1984, General Muhammed Buhari came up with a Decree on War Against Indiscipline (WAI), instituted to put an end to unethical behaviour in both public and private Nigerian organisation General Ibrahim Babangida terminated (WAI) in 1985 and came up with a programme housed in the Directorate of Mass Mobilisation for Social justice and Economic Recovery.(MAMSER). General Sani Abacha (1993) replaced MAMSER with National Orientation Agency (NOA). The objective was to ensure ethical and patriotic behaviour by individuals and organisations in Nigeria. President Olusegun Obasanjo established in 2000, the Independent Corrupt Practices and other Offences Commission (ICPC). This was backed up by an Act of the National Assembly. Again in 2004, the Economic and Financial Crimes Commission (EFCC) was established both aimed at curbing unethical behaviour in the society.

Several concerned scholars had come up with one thing or the other against the background of general indiscipline in our society (Osahon, 1981; Oji, 1982; Nwankwo, 1985; Bolaji, 1985; Ezewu, 1985; Nzeribe, 1986; Ayagi, 1990; Arene, 1990; and Ekpo-Ufot, 1990). Each of them focused on different aspects of the ethical problems. Oseni (1993) carried out an x ray of high level forms of corruption in the Nigeria Police Force which was and is still a product of the larger society Ogundele (2000) found that acts of indiscipline including bribery and corruption were the second most important inhibitors of the performance of two groups of entrepreneurs in Nigeria. Ike (2002) analysed the processes by which the ethical practice in an organization can be influenced by the core values of the organization and its environments (internal and external). it is noted that it is important to clarify and reinforce core values and to ensure that the organisational systems, policies and procedures support and contribute to ethical conduct for investment purpose.

From the foregoing It is clear that Nigeria business organisations, with current unethical practices in their environment, are at a disadvantage in global business practices which demand ethical behaviour.

Joseph (1991) declared that no one can conduct the affairs of any office satisfactorily whether in government, private business and even civic organisation if the first, middle and the last concern of such an individual is how he or she can extract ultimate personal material benefit from routine transactions. This description typifies common practices in most private and public organisations in Nigeria.

7.0 The study

The study being reported here was carried out within the general populace in Lagos State of Nigeria. Respondents included people working in both private and public organisations and the unemployed. Also, both management and operative personnel were involved. The central objective was to measure the extent to which unethical behaviour has declined among the populace based on the effort of the civilian administration between 1999-2007, to fight corruption. It also sought to establish the gender, age, marital status, employment status, nature of employment, income level, and education status distribution of respondents. It also sought to establish the extent of unethical behaviour in relation to the demographic variables listed above.

Consequently the major hypotheses tested in the study were

Hypothesis 1: Gender will be positively related to unethical behaviour

Hypothesis 2: Age will be positively related to unethical behaviour

Hypothesis 3 Marital Status will be positively related to unethical behaviour

Hypothesis 4: Employment status will be positively related to unethical behaviour

Hypothesis 5: Nature of Employment will be positively related to unethical behavior

Hypothesis 6: Level of Income will be positively related to w behavior

Hypothesis 7 Educational status will be positively i elated to unethical behavior

Hypothesis 8: Work Experience will be positively related to unethical behaviour

Hypothesis 9: Commitment to an Organisation i.e. pride to work with an organization will be negatively related to unethical behavior

8.0 Research Methods

Procedures and Sample

The research design is exploratory in nature, where questionnaires were used to obtain responses from the general populace of Lagos State. The research activities for data collection were carried out between July and December 2006. There were no rigid restriction

as to the choice of respondent, but they must be adult and intelligent individuals. Higher National Diploma and Undergraduate final year students and post graduate students involved in their own research projects were used in administering questionnaires. A total of 3500 questionnaires were distributed, out of which 2623 were returned. There were, however, some missing data points due to few unanswered questions by respondents.

The authors based on the modifications of Ekpo (1990) and Ogundele (19 instruments designed the research instrument. It consisted of two major parts: Section A contained 20 items that were measured using a 5-point Likert scales ranging from Strongly Agree (SA) to Strongly Disagree (SD); while Section B measured the demographic characteristics of respondents. The research instrument had a Cronbach Alpha reliability coefficient of 0.813. This confirms that the instrument is significantly reliable and suitable for factor analysis (Stewart, 1981).

9.0 Data Analysis

The researchers employed percentage measures of central tendency and dispersal for the interpretation of each demographic variable. Univariate analysis was employed to measure interaction effects among the demographic variables. A one-way analysis of variance (ANOVA) statistical tool was used to examine the different groups of responses that were measured on interval scales.

Finally, Pearson correlation analysis was employed to establish the relationships between the respective independent variables and the dependent variable of unethical behaviour on the one hand and the interrelationships of the independent variables among themselves.

10.0 Discussion of Findings

Data Tables for discussion are featured in the Appendix. An examination of table I .0 shows that 60.5% and 39.5% of respondents were male and female respectively. Concerning marital status, 45.1% were single, 51.7 married and the remaining 3.2% were divorced respondents. On employment status 92.0% were employed while the remaining 8.0% were unemployed. The distribution of the nature of employment showed the 29.6% were in government employment 56.1% in private organisation while the remaining 14.3% were self employment. The level of educational attainment distribution shows that 12.7% of the respondents were WASC/GCE holders, OND and NCE holders accounted for 31.1%, HND and B.Sc holders 44.4%, Master Degree and Ph.D holders were 98% and while the remaining 2% had other forms of educational qualifications.

The analysis presented above reveals that in terms of gender, both groups were adequately represented. The spread of the distribution of marital status also indicated that the relevant three major groups are involved in the survey namely, single married and divorced. It is to be noted that majority of the respondent were gainfully employed that is, 92%. Lastly the educational qualifications of most of the respondents are such that they are knowledgeable enough and could provide reliable responses on issues raised in the research instrument. The above analyses have relevance for our interpretation of the data collected from respondents.

Table 2.0 also shows that the respondents of the study were widely distributed across several professional areas ranging from managerial level to the ordinary people. The areas responses could therefore be seen as being representative of the views of majority of Nigerian. The findings in displayed in Table 3.0 shows that with respect to gender, both groups were involved in unethical behaviour, the same interpretation holds iii respect of age, marital status, employment status, and nature of employment. Also people of varying income level were also involved in unethical behaviour and the same goes for educational status and work experience. This finding shows that majority of the respondents are involved in unethical behaviour in one form or the other. This finding is in agreement with Ekpo-Ufot (1990) and Ogundele (1999) reposted finding.

Table 4.0 shows significant interaction effects among the demographic variables and their consequent effects on unethical behaviour of organisation members. The implication of this is that any measure or strategy that would be put in place to enhance ethical behaviour in 'organisation should focus on multiple variables as targets for change.

Table 5 0 which contains the Pearson correlation analysis shows that in situational slacks that is, where strict ethical measures were not enforced, for example the item in the table relating educational status to ethical behaviour shows that educational level is positively and significantly related to unethical behaviour. On the other hand, situation depicting some measure of ethical control for example item 9 in Table 5 organizational commitment is negatively correlated with unethical behaviour.

It is to be noted that all the tested hypotheses were supported in the predicted direction particularly in Table 5.0; hypotheses that focuses on unethical issues were positively related to unethical behaviour as predicted while those that focus on ethical issues were negatively related to unethical behaviour.

The implications of these findings are that policies and programmes, or strategies and tactics that would be designed to change organisational member behaviour should be of three broad categories. (1) Those that will discourage unethical behaviour through the processes of sanctions and reforms of organisation members' behaviour; (2) Those that will reward organisation member for exemplary acts of ethical behaviour. (3) Those that should focus on developing desired valued behaviour in the members of the organisation through ethical re orientation.

11.0 Conclusion

The methods suggested above require careful planning and they are at the same time complex but achievable processes. It should be noted that most of the ethical and other problems facing Nigerian organisations result in part because of inconsistency in or lack of commitment to policy implementation. Therefore, faithful implementation of policy programmes outlined above and many other that can be developed is a primary condition for success. It should be noted that any policies designed and put in place for business and economic development must bear in mind the values system and behavioural response of the groups for which such polices are designed. The most important element of the development

of any society is the development of human personality. The moral development of citizens constitutes the most important component of a country's development (Omogbe, 1991). Ethics has very strong link with education. In fact, if education is to fulfill its purpose of catering for some aspects of societal needs, it must of necessity be involved with morality in a very high degree, otherwise it will do more harm than good to the society. And this is what is happening especially in Nigeria and most other African countries.

Therefore to be relevant and take advantage of globalization Nigerian Organizations must teach ethics to their people at all levels They should also ensure that ethics is practiced in all spheres of life. Unethical conducts are negatively affecting our educational system, industrial development, international relations and blocking commitment of foreign investment into the economics of most African countries South of Sahara with the exception of South Africa. Solutions to unethical behaviour must focus on changing people by employing the following approaches values related economics legal/judicial sanctions, religious, managerial leadership, family, socio-cultural, educational, training and development police/armed forces reforms, motivation, modernization, development and multi-dimensional approaches. These are some of the ways of solving several problems created by corruption and bribery in African business. The result of this study shows that unethical behaviour are still prevalent in Nigerian organisation. There are challenges within Nigerian and in relations with the country's interaction with other part of the world. Lack of ethical conduct lead to unpredictable behaviour in economic, political, and other interactions with foreign organisations. This could lead to lack of attractiveness of investment opportunities to foreign investor to come to Nigeria on the one hand. In addition, the cost of attracting foreign investment will become higher in Nigeria vis-a-vis other parts of the world. We here recommend three strategies outlined above to change the attitude of unethical behaviour to desirable ethical conduct by Nigerians and Nigerian organisations.

12.0 Recommended Strategies for Promoting Ethical Behaviour in Nigeria

The promotion of ethical behaviour should take place in private organisations and all arms of government. This is because most private organisations and government agencies in Nigeria are not properly aligned with values, moral and even convictions that build strong, secure, healthy and prosper nation. When nations, societies and other forms of organisations, lose their sense of purpose and significance, then confusion, frustration, discouragement, disillusionment and corporate suicide whether gradual or instant, reign (Munroe, 2001). The lack of necessary development in the society at large confirms the above assertion. Our emphasis should be on radical or revolutionary changes focusing on specific issues, institutions and structure. We cannot suggest ethical codes without addressing the structural problems that exist. It will be like the World Bank prescription of structural adjustment for Nigeria and other African countries where the structures are not in existence.

Two broad approaches are suggested here:

1. Reducing unethical business practices
2. Development ethical behaviour and codes of ethics.

Reducing Unethical Business Practices

Three stage approaches are suggested in this respect, which includes:

- a. *Strict Sanctions*: This process calls for the imposition of severe and appropriate sanctions on individuals and organisations that breach business and societal ethics. These sanctions must be prompt and sufficiently strong to act as deterrent to other prospective offenders. If people are not punished for offences committed, it tends to encourage other people with weak morals to emulate perpetrators of unethical conducts. Our law enforcement agencies and legal system have major responsibilities in this aspect. Strict sanction could be sufficient to discourage unethical conducts. In Nigeria, this was exemplified during the Buhari/Idiagbon administration, 1983-1985. During that period with effective enforcement of sanctions against economic and social offenders, people were fearful of breaking laws, rules regulations etc. that were designed for the good of all.
- b. *Moral Suasion*: This approach calls for the launching of massive propaganda and campaign calling for disciplined behaviour and practices of moral values. This should be championed by individual organisations, governments and its agencies, churches and mosques. This calls for serious moral evangelism on a higher scale than what is presently in place. Our religious leaders should think less of calling people to miracles and prosperity but channel their efforts at impacting positive moral values, in the souls of converts. They should address this deadly disease of moral decadence in Nigerian organisations. The dangers inherent in perpetration of unethical conducts should be highlighted and emphasized. Equally the advantages derivable from ethical business practices both domestically and internationally have to be emphasised. Examples abound in the industrial miracles achieved by Japanese and to a lesser extent in New Zealand and Singapore.
- c. *Reward of Excellence or Outstanding Ethical Behaviour*: In situations where an individual exhibit outstanding act of disciplined behaviour he/she should be rewarded in status and in kind. Such gesture on the part of appropriate authorities, institutions or individuals will motivate others to be ethical in their behaviour. Oshunkeye (1991), reported that a taxi driver returned N20, 500.00 which a business woman forgot in his car to the owner. Such outstanding act of honesty should be rewarded promptly.

Developing Ethical Behaviour

This a deep-rooted approaches to change the perception, values and orientation of the society in general and the operations of business organisations in particular. Three broad approaches are equally suggested, namely; General development of ethical behaviour in individuals, groups and organisations; Developing ethical codes for various professionals and adhering to such codes; and Revitalizing of culture of excellence.

1. General development of ethical behaviour in individuals groups and organisations: This calls for massive education, training and development in Schools, Colleges, Polytechnics and Universities. At the primary and secondary school levels, a subject like Moral Instruction should be made a compulsory subject. It is here being suggested that is should

even be made one of the compulsory subjects at the school certificate level. In colleges of education, polytechnics and Universities, Ethics should be made a compulsory sub-course cutting across all the various disciplines. Education is the foundation of the development of any society. it is through it that knowledge is transferred. Education also kills the blight of disease, ignorance superstitions, fear and consequently poverty. Equally, organisation members (public and private) from the lowest to the highest levels should go through intensive training and development and re-training and re-development that are designed to impart ethical values. They should equally be encouraged to put such training into practice in their daily activities.

2. *Development of ethical codes for various professionals and adhering to such codes:* It is to be noted that professional bodies e.g. medicine, engineering, law etc have ethical codes of conduct. The same cannot be said of business organisations or chambers of commerce and industry in Nigeria. To restore sanity into their operations and to earn respectability from outside world and prospective foreign investors, private and public organisation in Nigeria need to fashion out codes of ethics. As a serious problem requires an equally serious solution, As reported earlier on in this paper, ethical issues are big challenges to organisations in Nigeria and as such, must be addressed seriously.
3. *Revitalisation of Culture of Excellence:* This calls for restoration of African traditional values. Africa had a culture of excellence which modernization and civilization had robbed off our social fabric. This would mean that private and public organisations would have to create in the members a sense of total belonging. The honest, considerate, truthful respective, accountable etc, African personality should be appropriate, to borrow from the Japanese experience in a number of ways. These include; (I) building an organisational culture that support excellence, (ii) establishing ethical standard based on culture founded on ethical principles and sound values which will be force for excellence, (iii) having strategic and articulated human resources .— through process of selection, placement and training, (iv) building a spirit of high performance into culture — by inspiring people to do their best, (v) having shared values by employees and managers which will be core of excellence (Lawal, 2002)

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Appendix

Table 1: Demographic data in respect of respondents.

Variables	%
<i>Gender of Respondents</i>	
Male	60.5
Female	39.5
<i>Marital Status</i>	
Single	44.8
Married	51.3
Divorced	3.2
<i>Age</i>	
18 years and Less	2.3
19-29	36.1
30-39	38.5
40-49	14.8
50+	3.6
<i>Employment Status</i>	
Employed	90.2
Unemployed	7.9
<i>Education</i>	
WASC	12.6
OND/A'Level/NCE	30.7
HND/B.Sc	44
M.Sc/PhD	9.6
Others	2

Table 2: Departmental distribution of Respondents in their various Organisations.

<i>Department</i>	<i>Frequency</i>	<i>Percent</i>
Administration	871	33.2
Works	536	20.4
Medical	163	6.2
Academics	242	9.2
Bursary/Finance	263	10.0
Library	26	1.0
Others	402	15.3
Sub-total	2503	95.4
Missing	120	4.6
Total	2623	100.0

Table 3: One Way Analysis of Variance (ANOVA) to test for Hypotheses 1-9

		Sum of Squares	df	Mean Square	F	Sig.
Gender	Between Groups	21.731	62	.350	1.483	.009
	Within Groups	597.516	2529	.236		
	Total	619.247	2591			
Age	Between Groups	51.871	62	.837	1.127	.233
	Within Groups	1808.050	2436	.742		
	Total	1859.922	2498			
Marital Status	Between Groups	18.112	62	.292	.949	.590
	Within Groups	781.264	2538	.308		
	Total	799.376	2600			
Employment Status	Between Groups	10.220	62	.165	2.305	.000
	Within Groups	179.268	2507	7.151E-02		
	Total	189.488	2569			
Nature of Employment	Between Groups	39.044	62	.630	1.539	.005
	Within Groups	945.098	2309	.409		
	Total	984.142	2371			
Monthly Income	Between Groups	24.722	62	.399	.859	.776
	Within Groups	1120.796	2414	.464		
	Total	1145.518	2476			
Educational Status	Between Groups	72.473	62	1.169	1.451	.013
	Within Groups	2038.363	2530	.806		
	Total	2110.836	2592			
Work Experience	Between Groups	63.125	62	1.018	1.089	.298
	Within Groups	2233.613	2388	.935		
	Total	2296.738	2450			
Which Dept. do you belong	Between Groups	259.383	62	4.184	.873	.750
	Within Groups	11692.793	2439	4.794		
	Total	11952.176	2501			

Table 4: Tests of Between-Subjects Effects

Dependent Variable: Score

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	15920.133 ^a	147	108.300	1.338	.005
Intercept	1310937.824	1	1310937.824	16201.472	.000
Edu. Status N27	173.455	4	43.364	.536	.709
Duration (N28)	276.903	4	69.226	.856	.490
Dept. (N29)	910.562	6	151.760	1.876	.081
N27 * N28	1391.672	16	86.979	1.075	.374
N27 * N29	1926.670	23	83.768	1.035	.415
N28 * N29	1960.893	23	85.256	1.054	.392
N27 * N28 * N29	6256.778	71	88.124	1.089	.288
Error	183838.285	2272	80.915		
Total	12333321.0	2420			
Corrected Total	199758.418	2419			

^a. R Squared = .080 (Adjusted R Squared = .020)

All the hypotheses 1 to 9 were supported in the predicted direction. These results are contained in Table 5 below

Table 5: Correlation Matrix for all Variables

	1	2	3	4	5	6	7	8	9	10
Gender	1.000	-.136**	.048*	.012	-.088**	-.099**	-.081**	-.049*	.013	.001
Age	**	1.000	.572**	-.107**	-.099**	.337**	.293**	.524**	-.004	.036
Marital Status	*	**	1.000	-.086**	-.106**	.265**	.222**	.425**	-.004	.002
Employment Status		**	**	1.000	.300**	-.047*	-.087**	-.041*	.046*	-.063**
Nature of Employment	**	**	**	**	1.000	.073**	-.024	-.158**	.103**	.020
Monthly Income	**	**	**	*	**	1.000	.452**	.315**	.102**	.022
Educational Status	**	**	**	**	**	**	1.000	.192**	.065**	.059**
Work Experience	*	**	**	*	**	**	**	1.000	.036	-.008
Dept.in Organisation				*	**	**	**		1.000	-.068*
Unethical Behaviour				**			**		**	1.000

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).