

UNIVERSITY OF EDUCATION, WINNEBA

**AN ASSESSMENT OF THE IMPACT OF EMPLOYEE ETHICAL BEHAVIOUR
ON ORGANIZATIONAL CLIMATE AND CORPORATE REPUTATION
AMONG STAFF OF A HIGHER EDUCATION INSTITUTION IN GHANA**



**MASTER OF BUSINESS ADMINISTRATION
HUMAN RESOURCE MANAGEMENT**

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UNIVERSITY OF EDUCATION, WINNEBA

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ON ORGANIZATIONAL CLIMATE AND CORPORATE REPUTATION
AMONG STAFF OF A HIGHER EDUCATION INSTITUTION IN GHANA**

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**This dissertation is submitted to the University of Education, Winneba in Partial
Fulfilment of the requirement for the award of Master of Business Administration
(MBA) in Human Resource Management degree**

OCTOBER, 2023

DECLARATION

STUDENT'S DECLARATION

I, Ohemma Afia Akyeampong, declare that this thesis except quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my original work, and it has not been submitted, either in part or whole, for another degree elsewhere.

Signature.....

Date.....

SUPERVISOR'S DECLARATION

I hereby declare that this preparation and presentation of this work were supervised in accordance with the guidelines for supervision of thesis laid down by the University of Education, Winneba.

SUPERVISOR'S NAME: MR. ISAAC NYARKO ADU

Signature.....

Date.....

DEDICATION

I dedicate this work to my family for supporting me to attain this feat successfully.



ACKNOWLEDGEMENT

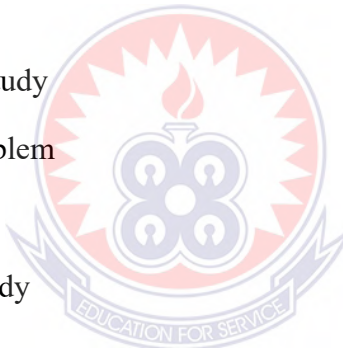
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ABBREVIATIONS

CR	Corporate Reputation
HRM	Human Resource Management
HRMPs	Human Resource Management Practices
OC	Organizational Culture
SPSS	Statistical Package for Social Sciences



ABSTRACT

The main objective of this study is to analyze the impact of employee ethical behaviour on organizational climate and corporate reputation in a higher educational institution in the context of Ghana. The study employed the quantitative approach and descriptive design to collect the desired data for the study. The analysis of the study was based on the responses of 195 employees of the University of Education, Winneba. The results of the study indicate that there is a statistically significant effect of employee ethical behaviour (perceived trust, personal morality, rules and operating procedure and laws and professional codes) on organizational climate and corporate reputation, where the correlation coefficient which indicates a statistically significant correlation relationship between the construct of employee ethical behaviour and organizational climate and corporate reputation. The outcome of the study is an indication that a unit increase in employee ethical behaviours would lead to a corresponding increase in organizational climate and corporate reputation. Based on the study results, the study recommended that organizational leaders should ensure that there is a serious control system that only enables the use of proper enforcement of employee ethical standards to increase the performance of an organization in terms of organizational climate and corporate reputation.

CHAPTER ONE

INTRODUCTION

1.0 Overview

This opening chapter sets the study in context. It presents the background of the study, statement of the problem, objectives of the study, hypotheses and significance of the study. The chapter also presents the delimitation, limitations of the study, scope of the study as well as organization of the study.

1.1 Background to the Study

The past three decades is characterized by lack of ethical values in varied organizations both in private and public institutions. There are numerous exposed counts of employee ethical behaviour, such as corruption, bribery, and cheating, across different industries in different economies. Many organizations are facing an increasing financial menace arising from employee unethical behaviour, ranging from illegal kickbacks to the theft of office supplies according to Needleman (2018). Many researchers (Mo et al., 2021; Menes & Haguisan, 2020; Dunlop & Lee, 2014) indicates the extent of adverse influence to an organization due to employee unethical behaviour which destroys employee's morale and lead to lower productivity.

On the other hand, adherence to employee's ethical behaviour impact favourably on organizations image and organization performance (Podsakoff et al., 2018). Therefore, understanding the types of factors that motivate ethical behaviour and reduce unethical behaviour in the workplace is an important issue of practical and theoretical concern.

Globally, business organizations introduces changes to improve the quality of their employees and their behaviour. The changes often do occur to achieve business goals which need the best performance from the resources they have. The important part that all companies should be concerned about is the human resource (Runtu et al., 2019). The main goal of any company is to increase the productivity of the employees, because the employee productivity increasing affects the overall performance of the company (Aldrin and Yunanto, 2019; Omisore and Adeleke, 2015).

The overall performance of business organization is affected by employee ethical behaviour. The existence of a good employee ethical behaviour influences employee's physical, mental, and emotional efforts towards fulfilling corporate goals and even exceeding expectations. According to Miñon (2017), the word ethics was coined from the Greek word ethos, which means a characteristic way of acting (Hartman and Desjardins, 2011). An ethics deals with what ought to be an individual's beliefs about what is right and wrong or good and bad (Miñon, 2017; Robbins and Coulter, 2012). Ethics defines the right and wrong decisions and behaviours (DeCenzo et al., 2016; Yuan, 2021). Ethics is taking the most appropriate ethical course of action (DuBrin, 2013). Employee ethics can be called a cultural norm that encourages people to take full responsibility for the work they do based on the belief that work has intrinsic value for individuals (Nizam et al., 2016). Nizam et al. (2016) refers to employee ethics as the ability for employees to work in a way that shows ethical commitment to work and superiors. Ethical behaviour is a foundation on which a person's attitude is built. Employee's ethical behaviours deals with how a person must conduct himself, while values are mental judgments that determine how a person actually behaves (Nizam et al., 2016).

Sunanda (2018) shared the notion that increasing the employee ethical conduct leads to increased performance outcomes. Sunanda (2018), affirmed that ethics refers to the principles that define behaviour as true and proper. Nizam et al (2016) opined that ethical conduct depends on the believing about what is right and wrong. Employee ethics is one of the most crucial problems in organizations and especially in the human resources management. In any organization, the good ethical culture provides the guidance in various areas to build employees who are united, harmonious and ethical (Nizam et al., 2016).

There are four distinct areas where ethics are usually conceptualized actions (either right, wrong, permissive), consequences (that is either good, bad or indifferent), character (either virtuous or malignant) and motives (either good intentions or intentions evil) (Sapada et al., 2018). Sapada et al. (2018) opined that employee ethical behaviour emphasizes on high commitment to the organization and then are more likely to make changes where the changes do not have the potential to change the basic values and goals of the organization and are considered beneficial to the organization, compared with work ethic employees who are less supportive and less committed to their organizations who are more likely to make changes. Ethical behaviours are shaped by habits, cultural influences and the value system that is believed.

Therefore, the university staff must make efforts and act voluntarily in addition to performing their given roles. To adapt to rapid environmental changes and survive, such ethical behaviour, aside from the prescribed roles of members, is also important. In general, organizations want employees to observe ethical standards, take ownership of their roles and behave in a way that considers the organization's interests, as opposed to simply

performing their explicit duties (Shrestha & Baniya, 2020). Salem et al. (2021) revealed that ethical behavioural standards can improve business efficiency and improve performance without additional cost to the organization. The study sought to unravel the impact of employee ethical behaviour and its impact on organizational climate and corporate reputation among in the context of the University of Education, Winneba.

1.2 Statement of the Problem

Although there is considerable interest and research on the field of the study (Newman et al., 2017). The study offers and promote a different way to operationalize and to assess the impact of employee ethical behaviour on organizational climate in the context of Ghana.

Salem et al. (2021) indicated that many researches on organizational climate attempt to filter through which day-to-day practices are experienced by employees. However, a significant portion of such studies have focused on private organizations perspectives and are mostly devoid of empirical support. Studies on employee ethical behaviour are being conducted in different industries. There are studies on employee ethical behaviour in lodging operations as perceived by general managers which focused on ethical climate and organizational trust (Lee et al., 2019). Similarly, Menes & Haguisan (2020) emphasized the relevance employee ethical behaviour on job satisfaction. Haldorai et al. (2020) looked at ethical behaviour and service of quality delivery. Karatepe (2013) examined ethical behaviour on employee compassion. Also, Salem et al. (2021) examined ethical behaviour on employee politeness especially in the context of the Ghanaian setting.

However, there is little research on the effect that employee ethical behaviour in higher education institutions on organizational climate and corporate reputation. Lee et al. (2019) examined the effect of ethical climate on organizational trust among employees of a food service franchise, and most studies have viewed ethical climate as a single factor (Yuan, 2021; Salem et al., 2021).

In institutions, where employee ethical issues surface frequently, the organizational climate that encourages the sharing of ethical awareness and promotes ethical decision making and behaviour is necessary to bring about ethical behaviour among employees (Menes & Haguisan, 2020). Against this background, it's evident that continuous progress based on performance improvements of an organization are possible by raising or adherence to ethical standards among employees. Therefore, this study examines the effect of employee's ethical behavioural factors on organizational climate and corporate reputation.

1.3 Purpose of the study

The purpose of this study was to examine the impact of employee ethical behaviour on organizational climate and corporate reputation among staff of a higher education institution in Ghana.

1.4 Objectives of the study

The main objective of this study is to analyze the impact of employee ethical behaviour on the extent of organizational climate and corporate reputation in a higher educational

institution in the context of Ghana. The research will be guided by the following specific objectives:

1. To examine the impact of employees perceived trust on organizational climate and corporate reputation
2. To explore the effect of employees perceived personal morality on organizational climate and corporate reputation
3. To assess the impact of employees perceived rules and standard operating procedures on organizational climate and corporate reputation
4. To examine the impact of adherence to laws and professional codes of employees on organizational climate and corporate reputation

1.5 Hypothesis

Based on the objective of the study, the following hypotheses are set to be tested

H_{1a}. Employees Perceived trust have a significant positive effect on organizational climate

H_{1b}. Perceived personal morality will have significant positive effect on organizational climate

H_{1c}. Rules and Standard Operating Procedures will have significant positive effect on organizational climate

H_{1d}. Laws and professional codes have significant positive effect on corporate reputation

H_{2a}. Employees Perceived trust have a significant positive effect on corporate reputation

H_{2b}. Personal morality by will have significant positive effect on corporate reputation

H_{2c}. Rules and Standard Operating Procedures will have significant positive effect on corporate reputation

H_{2d}. Laws and professional codes have significant positive effect on corporate reputation

1.6 Significance of the Study

Every research may affect and impact society and the players therein are the way to add to knowledge. Also, the research makes knowledge available through studies such as this for industry and society to use, helps improve lives and business operations. The research may be beneficial to the academic community and government.

The research endeavoured to ascertain such alternatives by way of testing the impact of employee ethical behaviour and organizational climate may be instrumental in enhancing staff's commitment towards the University. Hence, this research may impart institutional management to have better understandings of how ethical behaviours might be employed to influence organisational climate and performance. In the context of the research, this understanding was considered important in respect of the efforts of the employees to observe codes of ethics to their institutions.

This study also goes a long way to guide the government's policy on sustainable policies. Policies such as the government's codes of ethics and standards development. In other words, this study enables the government and other stakeholders in the educational institutions which is considered as the engine of Ghana's economy to develop codes of ethics and programs to cushion business operations.

Finally, the study may add to the pool of knowledge available in both academia and in the corporate environment. This broadens the view of people on employee's ethical behaviour and how it influences the operations of corporate bodies across every sector and that of the higher education institutions. The study would make up for the lack or limited scholarly papers in Ghana on employee ethical behaviours, organizational climate and corporate reputation. In other words, to the world of academia, the research serves as a source of data for those who are interested in further studies on the variables.

1.7 Delimitation

The study is specifically focused on higher education workers in only the University of Education, Winneba (UEW). It does not explore the impact of employee ethical behaviour on organizational climate and corporate reputation in other universities in Ghana. Also, the study is limited to employees of the examined higher education institution i.e. UEW. It does not extend to other types of stakeholders, such as students, alumni, or external partners of the institution. Further, the study primarily focuses on the impact of four specific dimensions of employee ethical behaviour: perceived trust, personal morality, rules and operating procedures, and laws and professional codes. It does not explore a broader range of ethical behaviours or other variables that may influence organizational climate and corporate reputation. The study also employs a quantitative and descriptive research design. It does not utilize qualitative methods, case studies, or experimental designs. This choice of research design delimits the approach to data collection and analysis.

1.8 Limitations of the Study

Out of a total of 1600 academic and non-academic staff members in the UEW, only 195 staff members were selected for this current study. This number is relatively small and

places a limitation on the extent to which findings could be generalized to the entire population. Also, the study used purposive sampling technique to select participants. This sampling technique does not involve any random process thus, placing a restriction on the generalization of findings.

1.9 Scope of the Study

There are a number of higher learning institutions in the country but the University of Education, Winneba in the Central region is of interest to this study. The University of Education, Winneba is in the Effutu Municipality of the Central Region. The institution was established three decades ago in Ghana. The institution offers diploma, degree and post graduates' programs. The institution has many campuses scattered all over the country. The institution is chosen as a case study due to their excellence in delivering numerous programs and subsequently earned them numerous awards. The aim of the study is to analyze the impact of employee ethical behaviour on the organizational climate and corporate reputation in the context of University of Education, Winneba. Therefore, employees' ethical behaviours (with emphasis on employee's perceived trust, personal morality, adherence to rules and standard operating procedures and professional codes), organizational climate and corporate reputation will serve as the thematic scope of the study.

1.10 Organization of the Study

This study is divided into five Chapters. Chapter one presents background of the study, statement of the problem, objectives of the study, hypotheses, significance of the study, delimitation, limitations and the scope of the study. Chapter two summarizes the pertinent literature that was consulted during the investigation. It summarizes findings from previous research in this topic and serves as the foundation for the current investigation. It discusses the theoretical approach and empirical examination of the literature, as well as the study's conceptual framework. Chapter three details the research approach. It justifies the population, sampling process and sample size, the instruments for data collection, issues of validity and reliability, data gathering techniques, and the data analysis approach. Chapter four presents the results from data analysis and discusses the findings obtained. Chapter five brings the research to a close. It summarizes the study's findings, makes suggestions, and identifies topics for more investigation.

CHAPTER TWO

LITERATURE REVIEW

2.0 Overview

Several previous studies have investigated the thematic areas of this study. The chapter advances conceptual review, the theoretical framework, empirical studies and the conceptual framework that guides this study.

2.1 The Concept of Ethical Behaviour

Many researchers have attempted to explain ethic in different perspective. The study focuses on few of such researchers approach to ethics. Ethic is a set of moral principles, especially those relating to or asserting a specified group, field or form of conduct (Bayo & Ebikebena, 2021). Ethics is a moral belief that influences people's behaviour, attitudes, and ideas in the society. Ethics describes the set of values, rules and standards that define right and wrong behaviour, which helps actors to determine whether they should or should not take part in a specific action (Lloyd et al., 2014). Erundu, Sharlaand & Okpara (2014) hold that, the study of ethics focuses on issues of practical decision-making, including the nature of ultimate value, and standards by which a human action can be judged right or wrong, good or bad. To sum-up the above definitions, ethics can be defined as standards of morality that guides individuals and organization in following certain norms of conduct when dealing with each other. Ethics involves some hard features, like duties and rights (most of them legal), that are mandatory for all and soft components, like values,

aspirations or best practices that are desirable but not compulsory and can vary from one organization to another.

2.2. Dimensions of Ethical Behaviour

Hassan (2015) mentioned that there are certain factors that motivate employees in order to improve their performance. A propelled worker is a profitable resource which conveys enormous esteem to the association in keeping up and fortifying its business and income development. These values of ethical behavioural factors include trust, integrity, transparency and moral values.

2.2.1 Trust

Trust is a hallowed and passionate relationship between individuals; the desire of confidence that people have on the association and administration (Adhan 2020). This implies that trust is regarded as the desire of others in words, activities or choices. Though unequivocal trust is portrayed by the common values that structure the social circumstance and turn into the essential vehicle through which people encounter trust. Trust is an imperative issue in association that has impact on a worker's work execution and if broken is probably going to have genuine unfriendly impact. Representative trust in pioneers at first expands the worker's consistence with hierarchical guidelines and direction which encourage the usage of authoritative change and enhances representative commitments regarding execution, purpose to remain and urban excellence conduct (Piola et al., 2019). The greater part of the workers to take after pioneers who are seen to be straightforward and may likely exploit them. Be that as it may, Low levels of trust can bring about

hierarchical rot as connections crumble political strife, infighting, and general wastefulness result; associations with little or no trust have no reason for future achievement.

Sugiyono (2017) noticed that morals, values and trust are critical issues to administrators endeavoring to recoup from a significant downturn in the national and worldwide economies. Authoritative activities to enhance trust regularly produce long haul benefits through dealing with the workers. Indeed, workers with abnormal amounts of hierarchical trust are more open to going out on a limb, showing thoughts, and performing practices for the association while representatives that show elevated amounts of association trust can anticipate that, it would show practices that will go well beyond that which is anticipated from them.

2.2.2 Transparency

Transparency is sharing of information and acting in an open manner (Sugiyono, 2017). Transparency is also seen as the process by which data on existing conditions, choices and activities is made available, noticeable and reasonable (Jufrizen, 2021). This implies that transparency contribute to the esteeming and making progress toward openness in one's associations with others whereby the pioneers and adherents transparently share data about each other's' actual considerations and sentiments. The straightforwardness is characterized by uncertain system that is deciphered generously by authoritative officials. Transparency is basic for a representative to see how his or her own objectives and execution identify with those of different workers. The level of straightforwardness is apparent in associations that have built up an unmistakable methodology, yet have not made it clear at the lower levels of the authoritative chain of command. The representative objectives are

characterized all through the worker's lifecycle, from demand and on-boarding of new representatives, to dealing with their progressing advancement, execution, and potential progression (Hassan, 2015). Therefore, transparency enables the employee to interest and more determined to work harder. It also maintains and alters the direction, quality and intensity of ethical leadership in an organization.

2.2.3 Moral Values

Moral qualities are characterized as those things that are essential to or esteemed by a man. Moral values in moral authority includes the dedication to making the right decision as indicated by societal and culture convictions and qualities. Moral pioneers have their very own unmistakable comprehension moral values and consider themselves responsible for them. Pioneers who are moral exhibit a level of good that stresses their dependability, and this trust empowers adherents to acknowledge the pioneer. Also, moral qualities allude to what is alluring and commendable, both socially and by and by. They are balanced out convictions about by and by or socially worthy conduct (Bayo & Ebikebena, 2021). Moral values impact how people experience their lives both professionally and by and by. They more often than not influence their states of mind, their way to deal with life circumstances, and their connections, their communications with individuals and the practices of others. Along these lines, moral qualities are prime drivers of individual, social, and expert decisions. A solid arrangement of good values supports the way of life of the association and sets up the establishment for its morals. It is fundamental that the pioneers of an association maintain the most noteworthy moral gauges. Organizations with a solid code of morals and submitted workers are probably going to exhibit sound good values. This is

imperative in lessening the frequency of misrepresentation, defilement and other dishonest conduct that could in some way or another, undermine the models and notoriety of the association and eventually prompt to the fall of the business. Therefore, moral values are important to understand and practiced in organization to increase the organizational climate and reputation.

2.2.4 Integrity

Integrity is an idea generally utilized inside formal and casual talks of moral initiative, yet is not unmistakably characterized and comprehended (Wang, Tong & George (2016). Integrity in organization needs to begin at the top and be found in the direct and exercises of the administrators. The honesty in individual pioneers of respectability can make an agreement around a culture of trustworthiness inside association. This show respectability will make an exceedingly esteemed workplace; the association will work with its concentrate on the long-run great of its clients, representatives and financial specialists; and as an aftereffect of this center, the association will exceed expectations in execution (Su & Swanson 2019). Without uprightness in execution business, banks and organizations might be at hazard on account of consistence issues, absence of powerful activity, untrustworthiness, and correspondence squares. Zhang (2015) noticed that pioneers with honesty dependably energize transparent correspondence, especially in examination concerning basic leadership. This demonstrates such pioneers esteem an individual's perspective and the input those outcomes from sharing. Moreover, the significance of clear vision and the foundation of trust through administration are center variables adding to individual and authoritative respectability (Zhang, 2015).

2.3 The Concept of Organizational Climate

It refers to the members' perceptions and impressions of the organization and its internal environment, which they interact with on a regular basis according to Zacher & Jie (2016). After examining various researchers' perspectives on organizational climate, the researcher argues that organizational climate refers to employees' perception of relevant aspects of organizational working environment and routine practices prevailing in the organization. To put it another way, it is fully made up of employees' perceptions about the organization's environment as a result of their work experience. Studying and evaluating organizational climate is complicated, according to the study, because organizations vary greatly in terms of size, complexity, structure, products, vision, mission, and so on.

2.4 Dimension of Organizational Climate

There are four broad dimensions to describe organizational climate in this study and it has been elaborated in detail with extensive literature review.

2.4.1 People-Oriented Climate

The people-oriented climate focuses on the primary goal of appreciating and respecting people (Skvarciany et al.2015). People- oriented climate will create a sense of fair treatment among employees as a result of the mutual respect. Developing this superior-subordinate connection is critical and helps to develop feeling among employees that they are a vital cog in the organization's wheel, and to offer profit sharing and other incentive options to make them feel like they are an important part of the team. Employees should be rewarded at the workplace for their contributions, which are essential to the growth of innovative ideas (Skvarciany et al., 2015). Likewise, establishing a work-life balance

culture will help to create a positive atmosphere at the workplace. Today's employees prefer a work schedule that is flexible. In order to build a people-oriented organizational atmosphere, it is also necessary to invest in employees' growth and success. The truth is that the success of employees and the success of the company are inextricably linked. This can be accomplished by recognizing the requirements of employees and providing appropriate support, which will not only motivate them but also give them a sense of empowerment in the company (Rudd & Mills 2020).

2.4.2 Psychological Climate

The psychological climate is mainly based on employees' perception about the work and the organizations which has been developed based on their experience about the organization. Koys & DeCotiis (2019) identified various factor which contribute psychological climate in organization. These factors are explained briefly below:

Autonomy refers to the degree to which employees are able to organize their work, as well as their roles and obligations. Cohesion can be defined as peer relationships, collaboration, friendliness and affection, sociability, lack of conflict, and status distinctions. Managers' sensitivity and faith in leaders, as well as transparency and warmth rather than aloofness, are all examples of trust.

Support on the other hand refers to the general assistance that employees receive from their bosses. Recognition refers to praise and criticism, as well as opportunities for growth and promotion, as well as prizes and punishments.

Fairness refers to the fairness of the reward system, the clarity of promotion, and the clarity of policies, among other things. The people-oriented climate in the organization will help the organization to achieve positive psychological climate.

2.4.3 Rule-Oriented Organizational Climate

Here an organization places a strong emphasis on rules and regulations in the rule-oriented climate. It is based on the organization's defined rules, regulations, and processes (Rudd & Mills, 2020). People will not be permitted to perform anything unless clear guidelines have been established. This attempts to ensure that all members of the organization are safe. To put it another way, the rule-oriented climate of an organization is based on tradition and a robust set of norms that cannot be readily modified, and employees are expected to follow procedures and follow rules and regulations. In a rule-oriented environment, pre-determined scenarios are frequently planned to use established processes and procedures (Rudd & Mills, 2020). McDonald's is the best example of an organizational climate based on rules. Everything from how to cook and fry French fries to how to make burgers, ice cream, and tea has been meticulously documented. This strategy works well in organizations with a lot of structure and a clearly defined hierarchy, where everyone understands exactly what their responsibilities are.

2.4.4 Goal-Oriented Organizational Climate

Goals are critical to an organization's success because they lead employees toward tasks and objectives. The term "goal-oriented climate" refers to the behaviours of organizations that are primarily focused on attaining the organization's objectives. The organization should create an environment that consistently motivates personnel to achieve the intended

result (Pavle, Bazdan & Agusal, 2016). Organizational goals might be long, medium, or short term. Long-term objectives are strategic in nature and can be divided into medium-term and short-term objectives. The goals of the organization should be well-aligned, and they should aid in the integration of interconnected organizational resources as a means of achieving organizational objectives.

Senior managers must consider and plan for long-term objectives while pursuing a broad strategic mission. The timeframe for front-line managers becomes shorter, and the goals become more detailed. The frontline managers must meet their respective goals in a short period of time. As a result, the purpose pyramid is frequently referred to as the cascade of objectives. For example, while an organization may have long-term goals, line managers' targets may serve as a daily indicator of what they should be doing to fulfil their role in contributing to the attainment of the overall goals. There's a fair possibility that whichever type of organization you work for has at least one barrier that stops it from easily achieving its objectives. In a business, it might be the company's limited number of customers, which competitors are also striving for. It could be the tiny number of people who can be persuaded to donate money to a good cause. The goals should be SMART (Specific, Measurable, Achievable, Realistic and Time). Having clarity of goal is very essential and managers should try to involve everyone in the organizations' goals setting and goals planning because when people participate in the goal setting, they will be having clarity about their targets and goals that they have to achieve.

2.5 The Concept of Corporate Reputation

The concept of corporate reputation has attracted interest among academics and practitioners for the last four decades (Flanagan and O'Shaughnessy, 2005). Well-known strategy scholars have argued that corporate reputation is one of a company's most important resources and that, as such, it has value for the company and contributes to the creation of sustainable competitive advantage (Ponzi, Fombrun & Gardberg 2019; Flanagan and O' Shaughnessy, 2005).

However, regardless of the growing amount of research published in this area, the definition of corporate reputation is rather undefined. The main reason hereof is that the concept is used in many academic disciplines, leading to economic, strategic, marketing, organizational, sociological, and accounting approaches (Slijper & Oudes 2019). Consequently, many definitions and perspectives exist on corporate reputation (Gotsi and Wilson, 2019; Fombrun & Van Riel, 2017). Each of these disciplines have different understandings on reputation and depending on the discipline, reputation may characterize a signal, an image, a brand, an identity or an intangible asset (Babić-Hodović, Mehić & Arslanagić, 2018).

Another complexity in defining corporate reputation is that the concepts of corporate image and corporate identity overlap with corporate reputation. Many academics even refer to them interchangeably (Leiva, Ferrero, and Calderon, 2016; Leiva, Ferrero and Calderón, 2014; Walker, 2010; Barnett, Jermier and Lafferty, 2006).

Customers respond favorably to a company's good corporate reputation and use it as a barometer for the overall caliber and worth of its products. When the service being offered has a high degree of intangibility, in particular, their favorable assessment of economic worth improves their loyalty (Hansen, Samuelsen, and Silseth 2008). A strong brand's reputation also aids in luring and keeping customers, some of whom are ready to pay more for the goods and services of reputed companies (Roberts and Dowling 2002) than other companies.

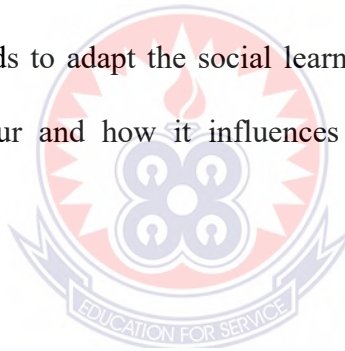
2.6 Theoretical Foundation of the Study: The Social Learning Theory

Social learning theory was advanced by Bandura (1977) and suggests that management influence their employees through the modeling of processes that involve the transition of values, attitudes, and behaviours (Sami et al., 2016). This makes the employees to learn more on what to do, and additionally what not to do, through watching their pioneers conduct and its outcomes. The implication here is that, moral leaders are probably going to be models by excellence of their relegated part, their status and accomplishment in the organisation, and their energy to influence the results of employees (Shakeel et al., 2019). Nevertheless, pioneers who take part in untrustworthy practices in association make a setting supporting parallel aberrance, which lead to employees observing and imitate the inappropriate conduct from the leader. For effective ethical behaviour workers can likewise figure out how to be moral by watching pioneers who stand up for doing what is most appropriate. Brown et al. (2018) also suggests that employees learn appropriate behaviours through role modeling and the use of rewards and punishments.

Zohar & Luria (2015) further suggested that management set policies (strategic goals) and establish procedures (guidelines related to these goals). Supervisors interpret and filter broad strategies and policies through the implementation of practices. Practices then provide predictable and specific directions for employees to follow.

The process of interpreting and implementing practices stems from both the moral person (interpreting) and moral manager (implementing) components of ethical leadership. Ethical leaders use transactional influence processes such as setting standards, rewards and punishments, and aspects of performance appraisals to hold their employees accountable for ethical conduct (Treviño, Brown, & Hartman, 2013).

Therefore this study intends to adapt the social learning theory to unravel the extent of employee ethical behaviour and how it influences organizational climate and affect corporate reputation.



2.7 Empirical Review

Haritha (2021) studied organizational climate at Penna Cement Industries limited and identified the variations in perception of organizational climate based on demographic characteristics of the respondents. The data was collected from 250 respondents belonging to different departments. The data was analyzed with the help of statistical techniques of One-way ANOVA and T test. The analysis of the data revealed that there is no difference in the perception of organizational climate across gender. However, there was significant difference in perception of climate across respondents' educational qualification and their level of income. The study suggested that organization should provide necessary facilities,

favourable organizational climate and take actions that cater for the welfare of the workers to improve organizational commitment. Organizational climate moderates the relationship between certain climatic elements of organizations (emphasis on teamwork, innovation, quality of communication, managerial support, and the work itself), and employee affective attitudes such as job satisfaction

Nagaraju and Pooja (2017) compared the perception of employees“ about organizational climate working in public and private sector banks through dimensions of organizational climate. Employees“ performance can be improved when organizations are employee centered and achievement oriented. The data was collected from 150 employees of public and private sector banks. Statistical techniques of means, standard deviations and ANOVA were used to analyze the data. The findings indicated that organizational climate significantly differs in public and private sector banks under study. Organizational climate stimulates employees and makes them feel as part of the organization was revealed in the study. In private sector bank, employees have significant high perception about training related to the job and to meet the professional standards which enhances their efficiency and effectiveness of their work.

Vijayalakshmi et al. (2017) studied the impact of different dimensions of organizational climate on Job satisfaction. Organizational climate is the general perception of the working conditions of an enterprise, including the level of motivation, innovation, trust, conflict, morale, rewards equity, leader credibility and resistance to change. The study was conducted in a recruitment firm to find the climate factors that influence job satisfaction. 80 samples collected from the recruiters in the firm were analyzed using One way Anova

and regression analysis. The result of the research study concluded that there exists the difference in the opinion of the climate and job satisfaction based on the age and hierarchy of the employees. The employees had moderate level of job satisfaction based on the organizational climate and was recommended to enhance the level of job satisfaction by providing motivation and rewards to increase the commitment towards the organization. The study concluded that organization should concentrate on organizational factors such as decision making, trust and fair remuneration to have ethical organizational climate and job satisfaction.

Jalil (2016) conducted a study to examine the relationship between various dimensions of organizational climate and job satisfaction among 237 employees employed in government departments in Divandarreh. Data was collected with the help of questionnaires. Pearson correlation test was used to analyze the data. The study found job satisfaction as vital prerequisite for employees' effective performance and relations of employees within the organization. The result of the study concluded that there is relationship between organizational climate and its elements with job satisfaction.

Muthukumar (2016a) studied the organizational climate and its dimensions in 41 branches in Chennai of Karur Vysya Banks. Organizational climate covered seven dimensions like work environment, team work, management effectiveness, commitment, competency, rewards and recognition. Data collected was analyzed using chi square test. The major findings revealed that employees were widely satisfied with the training provided, had clarity about organizational goals and objectives, employees expect monetary reward.

Yadav (2008) organizational climate determines the employees' perception and perspectives of an organization. It is referred as the set of measurable attributes of a work environment as perceived by employees. The study aimed at determining the perceived and prevailing climate and its impact on the production. Dimensions of organizational climate help organization to understand employees better to infuse positive changes. The study consisted of primary data obtained from 150 employees. The data was analyzed and it was found that three dimensions i.e. structure, risk and conflict was satisfactory perceived while other three dimensions namely warmth and support, responsibility and reward was perceived to be good while one dimension expected approval required the improvement.

Muthukumar (2016) studied the impact of employee's perception of organizational climate in manufacturing industries at Chennai. Data was collected from 245 employees from 11 industries through multi stage sampling design. ANOVA statistical technique was used for analyzing the data. The findings of the study found considerable difference in the perception about organizational climate by the age, education and experience of the respondents.

Kannan (2021) analysed the factors influencing organizational climate in a textile mill. Organizational climate is the human environment within organization where employees do their work. It can influence motivation and job satisfaction. Based on the organizational climate perception employees expect certain rewards. The objectives were to study the factors influencing organizational climate and how it influenced the demographic factors. Organizational climate was measured through various variables like organization design, reward system, co-worker relations, work environment, direct supervision, organizational

commitment, communication, technology. The findings of the study revealed that organizational climate factors contributed at 84% to overall organizational climate. It was concluded that management should consider employee's viewpoints and take some continuous feedback from them so that that organizational climate can be maintained as healthy and best.

Another study conducted by Meenakshi (2020) aimed to understand the organizational climate of pharmaceutical industry in India. Data was collected with the help of structured close ended questionnaire using convenience sampling design. Chi square was used to analyze the data and was concluded that most of the employees do not face any kind of problem while working in the organization but some of the employees face attitude problem, which includes resistance to change by the immediate boss, interpersonal relations and lack of co-operation by the other employees.

A study by Mishra (2018) stated that job satisfaction plays an important role in determining and improving organizational climate. When one is satisfied with the job his morale gets boosted and aspires to rise ahead in future life. It makes person more confident and helps in having healthy work life. But when person is dissatisfied with work may suffer from difficulties and abnormality in her family, work and personal life

The study by Walsh & Wiedmann (2014) examined the impact of corporate social responsibility on corporate reputation in the manufacturing industry. The findings of the study concluded that Corporate Social Responsibility practice builds positive relationship with stakeholder groups and enhances overall perceptions of an organization.

The study by Keh and Xie (2019) indicated reputable companies achieve trust in three aspects. First, customer notions on responsibility, credibility, and dependability boosts expectation of corporate capability with respect to product and service delivery. The study examined the service industry in Malaysia.

Fatmawati & Fauzan (2021) examined the relevance of corporate reputation. The study established that corporate reputation built on consistent superior performance dispels doubts from stakeholders when appraising firms. The study further revealed that a good reputation ratifies customer confidence and equates the repute to being trustworthy.

2.8 Relationship between Employee Ethical Behaviour and Organizational Climate

Ethical issues are centered on two components that influence employees: first, the moral person aspect, which includes demonstrating integrity, fairness, and a concern for others, and second, the moral manager aspect, which focuses on transactional efforts, such as using reward and punishment systems to communicate appropriate ethical behaviour to subordinates (Treviño, Hartman, & Brown, 2017).

Zohar & Luria (2015) stated that the core meaning of climate relates, therefore, to socially construed indications of desired role behaviour, originating simultaneously from policy and procedural actions of top management and from supervisory actions exhibited by shop-floor or frontline supervisors.

Additionally, employee ethical behavioural factors are characteristics and behaviours are expected to shape the implementation of ethical practices. For example, when recruiting and hiring new employees, ethical leaders are expected to hire employees with high moral

standards. Because ethical leaders believe in the active management of ethics (Brown & Mitchell, 2020), they are particularly likely to implement training and orientation practices to clarify the acceptability of several organizational behaviours. Employee ethical behavioural issues are also more likely to openly discuss business ethics or values with employees (Brown et al., 2015), which serves to clarify policies and codes for employees. Further, Employee ethical behavioural issues are more likely to focus on the processes by which organizational goals are obtained rather than just the final results (Greenbaum, Quade, & Bonner, 2015).

Associated with reward and punishment practices, employee ethical behaviours are more intent on setting up systems that discipline employees who violate ethical standards and reward individuals for ethical behaviour and decisions (Ng & Feldman, 2015). Related to accountability and responsibility practices, ethical leaders set an example of how to do things the right way in terms of ethics and admit when they make mistakes (Brown et al., 2015). They are also more likely to set up systems that allow employees to question the ethical behaviours of others and to encourage employees to be accountable for their own behaviours.

2.9 Relationship between Employee Ethical Behaviour and Corporate Reputation

As earlier mentioned, whether and how having a high level of corporate ethical performance translates to an institutions corporate reputation has not received the necessary attention (Dell'Atti and Trotta, 2016; Onakoya, et al., 2018). When assessing the extant literature on the relationship between ethical behaviour and corporate reputation, it seems that there is a positive association between the two. Fombrun (1996) explained that the four

key characteristics of corporate reputation are credibility, reliability, responsibility, and trustworthiness. Where acting in an ethical manner is about credible and responsible behaviour, Fombrun (2000) point of view implies that ethical behaviour should contribute to a better corporate reputation.

Perez and Rodrigues (2016) reasoned that companies with a code of ethics and companies that publicly commit to ethical values as a strategy achieve significantly higher performance in both financial and non-financial terms. In Verschoor's study, the non-financial performance of a company was measured using corporate reputation. Verschoor found that companies that publicly commit to a code of ethics, have a 4.7% higher corporate reputation relatively to companies that do not commit to a code of ethics.

Leiva, Ferrero & Calderon (2016) conducted research into the concept of corporate reputation within the corporate ethics field. They concluded that the concept of 'corporate social responsibility' was the most repeated proxy of corporate reputation in this field, which suggests that for business scholars the consequence of acting well should lead to a good and positive evaluation of the firm by its stakeholders.

2.10 Conceptual Framework

The conceptual framework has objective of organizing relevant concepts that are vital to the study under consideration and seeks to draw connections between the variables. This method assists the researcher in explaining the concept, mapping, and the research parameters to be considered. It also operationalizes relationships between concepts as well as recognizing gaps in existing works (Creswell 2017).

The implicit assumption here is that the institutions' ability to establish appropriate implementation employee ethical behaviour will set the tone for the organizational climate and corporate reputation. Having said that, the study's conceptual framework focused on effects of employee ethical behaviour on organizational climate and corporate reputation in higher learning institution. For the purpose of this study employee ethical behaviour is examined to ascertain its impact on organizational climate and corporate reputation.

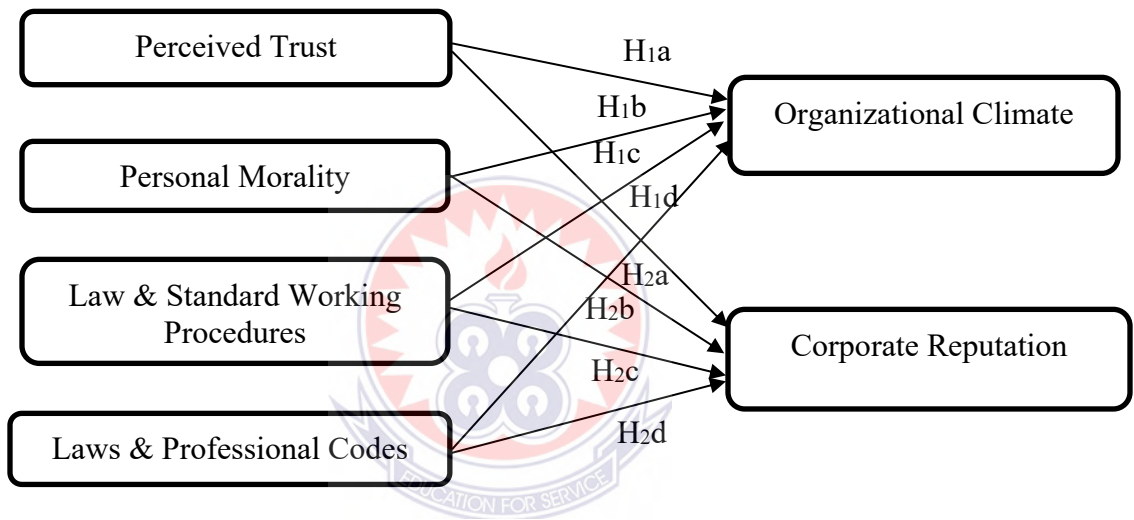


Figure 2.1: Conceptual Framework

2.11 Development of Hypothesis

Martin and Cullen (2016) pointed out that the nine theoretical factors of employee ethical behaviour presented by Victor and Cullen (1988) had not been substantiated by empirical analysis. They reviewed studies on ethical climate conducted from 1987 to 2005, based on which they discovered five factors including instrumental, caring, independence, laws and professional codes, and rules and identified how these five factors affect organizational

commitment and job satisfaction. Victor and Cullen (1987) theoretically devised nine types of employee ethical behaviour. However, there are many cases of empirical research in which the typology provided by Victor and Cullen is not found. The lack of consistency in the results of empirical research is due to theoretical limitations as well as the fact that researchers use a wide variety of scales (Cullen, 2019). However, considering that five to seven types are mostly found in empirical studies, the theory and ethical climate typology by Victor and Cullen can be viewed as generally valid.

Tseng and Fan (2011) defined organizational ethical behaviour as members' perception of ethical procedures, policies, and behaviours in the organization, referring to the definitions by Victor and Cullen (1987) and Cullen et al. (1993). They referred to the study by Cullen et al. (2019) and classified the ethical climate factors into self-interest, social responsibility, and laws and professional codes, and identified each of their effects on knowledge management. In general, organizations inform their members of what is right or wrong and acceptable or unacceptable through ethical norms. When organization members know and comply with accepted rules and standards, trustworthiness and long-term relationships with others can be promoted (Salem et al., 2021).

Lee et al. (2015) examined food service franchise employees and identified how ethical values affect ethical behaviour and how ethical behaviour affects organizational trust. Their study identified ethical climate as comprising responsibility, peers' unethical behaviour, and sales orientation in examining its effect on organizational trust. Responsibility turned out to have a positive effect on organizational trust, while peers' unethical behaviour and sales orientation had negative effects on organizational trust.

Stachowicz-Stanusch (2012) identified the employee ethical behaviour factors as egoistic local climate, benevolent local climate, and principled local climate, and examined their effect on trust in supervisors and the organization. Egoistic climate had a negative effect on trust in supervisors and the organization, while benevolent climate had a positive effect on trust in supervisors and the organization. Principled climate did not show an effect on trust in supervisors but did have a positive effect on trust in the organization. Furthermore, Nedkovski et al. (2017) examined the effect of ethical climate on trust, classifying employee ethical behaviour into three factors, that is egoistic, principled, and benevolent climate, and trust into three factors, that is trust in colleagues, trust in supervisors, and trust in the organization, to determine how employee ethical behaviour affects trust. The results demonstrated that principles and benevolence affect trust.

Moreover, Agrawal (2017) classified employee ethical behaviour into six factors laws and codes, rules and procedures, independence, caring, company interest, and self-interest and examined the effect of each on trust in management. The results showed that laws and codes, rules and procedures, and caring all affected trust in management.

Based on these studies, the following hypotheses were set.

H_{1a}. Trust perceived by employees have a significant influence on organizational climate

H_{1b}. Personal morality perceived by employees have a significant influence on organizational climate.

H_{1c}. Rules and Standard Operating Procedures perceived by employees have a significant influence on organizational climate

H_{1d}. Laws and professional codes perceived by employees have a significant influence on organizational climate

H_{2a}. Trust perceived by employees have a significant influence on corporate reputation

H_{2b}. Personal morality perceived by employees have a significant influence on corporate reputation

H_{2c}. Rules and Standard Operating Procedures perceived by employees have a significant influence on corporate reputation

H_{2d}. Laws and professional codes perceived by employees have a significant influence on corporate reputation.



CHAPTER THREE
METHODOLOGY AND PROFILE OF STUDY INDUSTRY

3.0 Overview

This chapter presents the research methodology that is adopted for this study. The chapter describes the research design, population, sample technique and sample size, research instruments, methods and techniques which were used in the data collection and analysis, validity and reliability were presented.

3.1 Research Design

According to Creswell (2012), research is a process with steps used for collecting and assessing data to have better understanding about a phenomenon. Creswell (2012) came up with three primary measures that ought to be taken in account in developing ways of handling any research problem. First, formulate a question to be answered, then collect the

required information to answer the research question, and finally, deliver the responses to the question.

This is the conceptual structure within which research is conducted, constitutes the blue print for collection, measurement and analysis of data. Designing a study helps the researcher to plan and implement the study in a way that helps the researcher to obtain intended results, thus increasing the chances of obtaining information that could be associated with the real situation (Burns & Grove, 2001).

Every research can be broadly categorized under any three major types according to its purpose; exploratory, descriptive and explanatory research (Saunders, 2017). For the purpose of this study, a descriptive survey research design is adopted. It involves collecting data in order to address research questions concerning the current status of the subject under study. This research design provides a rich set of data that often brings to light new knowledge or awareness that may have otherwise gone unnoticed or encountered. This also helps to determine and report issues under study the way it happens or appear (Gay, 2017).

The study employed a quantitative approach to generate data on strategic sourcing and how it impacts quality of service efficiency. Quantitative research instruments are mainly structured questionnaires, surveys and secondary data and the formats of questions are generally closed ended (Neuman, 2017).

3.2 Population of the Study

Polit & Hungler (2019) refer to the population as an aggregate or totality of all the objects, subjects or members that conform to a set of specifications. In this study, the staff of the

University of Education, Winneba, in the Central Region of Ghana (academic and non academic) would serve as the population. University of Education, Winneba can boast of over One Thousand, Six hundred employees. Out of this figure, there are over five hundred academic staff and the rest as non-academic staff. It is also one of the notable higher learning institutions in Ghana serving the needs of students in the Central Region and for that matter the country at large.

3.3 Sample Technique and Sample Size

The collection of a portion of an aggregate or totality on the basis of which a decision or conclusion about the aggregate or totality is made is known as sampling (Khotari, 2004).

The researcher will be able to pick a sample for the analysis via the sampling activity. Since it is very difficult for a researcher to study all elements within a given population, there is the need for the researcher to go through a systematic process, referred to as sampling. That is to select a sufficient number of elements from the population so that by studying them and understanding their properties or characteristics, it would be possible to generalize the properties or characteristics to the population elements (Cavana et al., 2021). There are several techniques adopted in selecting the sample from the population.

In this study, there were compelling reasons for the researcher to study only a subset of the entire population. Hence, purposive sampling techniques which are non-probability sample methods will be adopted in the selection of the sample size from the sampling frame. Purposive sampling is adopted because it deals with specific targets considered appropriate and with in-depth knowledge about the subject under study. Purposive sampling, also known as judgmental sampling, allows the researcher to select respondents based on their

possession of certain qualities (Bernard, 2016). Being a non-probability sampling technique implies that not every element of the population had the opportunity of inclusion in the sample.

For this study, 195 employees within the University of Education were selected based on the purposive sampling techniques and given the questionnaire to fill. However, effort was made to ensure the questionnaires are completed and returned thus it will serve as the sample size. This sample, is deemed fit, as the aim of this study is geared towards meaningful insights drawn from the data collected from the population with sufficiently high precision.

3.4 Research Instrument

The research adopted the application of self-administered structured questionnaire to ascertain the needed information. The self-administered questionnaires to be used for the study were closed questions, where respondents were limited to select from already generated or suggested responses. The adapted questionnaires were well researched from existing literature and modified to suit this study.

The questionnaires for the study constituted four (4) main parts: The part One, dealt with the demographics of the respondents. The second part dealt with the different dimensions of variables which were applied to multidimensional variables adapted measure employee ethical behaviours. The third part dealt with the measures of organizational climate, whereas the final part dealt with the measures of corporate reputation. The sources of questionnaire were from different authors which will be adapted to suit the needs of this study.

The study considered a five-point Likert device. The Likert devices were used to obtain responses for every single question on the questionnaires. It covers from strongly disagree to strongly agree. The scoring device is expected to enhance the consistency of the responses. The Table 3.1 provides the different constructs adopted for the study and their matching measuring sources adopted for the questionnaires.

Table 3.1: Summary of the Instrument

Part	Variable	No. of items	Sources
Part A Employee Ethical Behaviour	Perceived Trust	9	Oh (2022); Cullen (1993)
	Personal Morality	6	Oh (2022); Cullen (1993)
	Rules and Standard Operating Procedures	4	Oh (2022); Cullen (1993)
	Laws & Professional Code	4	Oh (2022); Cullen (1993)
Part B	Organizational Climate	7	Kannan & Rajamohan (2021)
Part C	Corporate Reputation	9	Aksak, Ferguson & Duman, S., (2016)

Research data is primarily gathered from two major sources that are primary and secondary source of data. This research work used primary data. The sources of data also included the outcomes of a questionnaires or interviews and circumstance or occurrences study

accumulated. The views of those who took part in the survey were the primary sources of data. The primary data consisted of the subject's or respondents' views, perceptions, and experiential information gathered in response to phrased questions on the variables under review. The data were completely drawn from the questionnaires that were administered to employees of the University of Education, Winneba in the Central Region.

3.5 Validity and Reliability

Appropriate measures were taken to ensure validity of data collected which include pre-testing the research instruments before the actual data collection. Additional appropriate and relevant questions were sought and used during the designing stage of the questionnaire. In the field, researcher explained to all respondents the purpose of the research before the administration of research instruments began; this was aimed to allay and remove all suspicions and fear the respondents might be harboring with the aim of obtaining reliable information from them. Specifically, to test for reliability of the questionnaire instrument, Cronbach's alpha reliability test was run. A reliability coefficient of 0.7 was obtained indicating a high reliability of questionnaire items.

3.6 Data Collection Method

Polit & Hungler (2019) define data as information obtained in a course of a study. In this study data were collected quantitatively using a closed-ended questionnaire as a tool. The questionnaire allows the study to confirm some of the known facts on the issue under study. This enabled the researcher acquire insight directly from the key players in the industry on

the various issues of interest to the study. To ensure the reliability of the survey results, the statements used in the questionnaire were adopted from measurement scales previously applied on other researches. A five-point Likert scale (strongly disagree = 1, disagree =2, neutral=3, agree=4, strongly agree=5) was used to evaluate the study variables.

3.7 Data Analysis Method

The data collected from the field were brought together for analysis. Since this was a quantitative research, the study adopted different methods for the process of analysis for quantitative tools. Statistical Package for Social Sciences (SPSS) software was used in analyzing the questionnaires.

Analysis of the data follows four stage processes. The first step of the analysis was to organize the data that had been collected. This stage also involved a thorough reading or review of the data. This was done in order to get a general picture of the issues being discussed by the participants. In addition, it provides a general impression concerning the depth and the credibility as well as the usefulness of the information provided with respect to the problem under study (Creswell & Creswell, 2017).

The second stage of the procedure is the coding process. This stage involves a detailed analysis of the data where concepts were grouped into categories. The iterative process of coding and recoding continues as the data is reviewed over and over again. The third stage of the analysis process was the stage of developing the codes that were identified into themes. These themes formed the basis of the major findings in the study. The final step is

to make an interpretation of the data with reference to the findings that were identified. This was done in order to properly examine the link that exists between employee ethical behaviour and organizational climate and corporate reputation.

In summary, the quantitative data was analyzed using the SPSS software to ensure for validity and reliability. The analysis included the descriptive analysis of the data to reveal employee ethical behaviour of the university, as an attempt to investigate if these factors vary among them. The descriptive analysis also presents the organizational climate and corporate reputation indicators that are of prime focus to the University of Education, Winneba. The second section of the analysis gives a correlation analysis between the measures of the variables in order to establish the direction of relationships, as to whether any interactions or cross effects exist among the variables and whether this effect is significant or otherwise. The final part of the data analysis gives the regression analysis for testing the influence of employee ethical behaviour on organizational climate and corporate reputation in the Education industry. Result from the analysis were presented in figures and tables for easy reading and understanding.

3.8 Ethical Principles

According to Creswell (2013), acquiring right of entry to the research area and participants to reply to a researcher instrument is tough. Here, the researcher ensured voluntary participation by respondent. Respondents were asked to participate voluntarily and gave their consent before administration of the questionnaires. Anonymity was adhered to by guaranteeing that the participants do not reveal their identity. Appropriate methods and

research reporting were utilized to ensure that the study's results were as impartial as possible.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Overview

The chapter presents analysis of data gathered from the respondents. In other words, this chapter presents the data as gathered from respondents and also covers the analyses of the data as gathered.

The chapter has five main sections. The first looked at the demographic information of the respondents whilst the other four covered data on the variables (Employee ethical behaviour, organizational climate and organizational reputation measures) based on the objectives of the study. In interpreting the gathered data, descriptive statistics, OLS regression analysis and Pearson's product-moment correlation analysis of SPSS v.21 are conducted. The reliability of the data collection tool is tested in this chapter using

Cronbach's Alpha. The analyses and the findings in this chapter are based on the objectives of the study.

4.1 Demographic Information

This information is important to the study as it has been noted that these characteristics go a long way to impact the perceptions or opinions of people on issues. The study also sought to collect from the respondent's other demographic variables that it deemed essential. This section presents brief information about the characteristics of respondents in the University of Education that were surveyed in the study and the representatives in the organization that responded to the questionnaire. For a fair understanding of the questions arising from the problem, collecting demographic information was deemed an important part of this study. This information included the respondent's gender, age, position, the number of years the individual has been working in the organization and the level of education. The Table 4.1 below, is a detailed description of the research findings on the demographic data.

Table 4.1 Demographic Data

	Frequency	Percentages
<i>Gender</i>		
Male	122	62.6
Female	73	37.4
Total	195	100
<i>Age</i>		
21-30 years	17	8.7
31-40 years	96	49.2
41-50 years	60	30.8
51 and above	22	11.3
Total	195	100
	42	

Years with Company

1-3 years	26	13.3
4-6 years	65	33.3
7-9 years	78	40.0
Above 10 years	26	13.3
Total	195	99.9

Level of Education

SHS	2	1.0
Diploma	33	16.9
First Degree	55	28.2
Master's Degree	76	39.0
PhD	29	14.9
Total	195	100

Out of the 200 questionnaires administered, 195 questionnaires were responded to and received, and used for the analysis. The study indicate in Table 4.1 that 122 (62.6%) were males whereas the other 73 (37.4%) females. This outcome indicate the gender involvement in the investigation. The study revealed that the education industry is predominantly dominated by the male population which might be as a result of the long working hours in the industry. According to sociologist a person's gender has an effect on the individual's decision-making process.

The study aimed to determine the study participants' age. This was helpful in understanding the age ranges of the population studied. Table 4.1 shows that 96 (49.2%) of respondents were within the age bracket of 31-40 years; 60 (30.8%) of respondents were within the age bracket of 41-50 years, 22 (11.3%) of respondents were aged 50 above whiles 17 (8.7%) were between the ages of 20-30 years. The participant's age could be an

indication of the participant's degree of competence and experience, thus his/her capacity to comprehend the issues. Thus, the findings indicate that most of the respondents are below 40 years. This outcome confirms 2021 Population and Housing Census which indicate that Ghana is a youthful population.

The number of years a person works with a company tells a lot about the person's knowledge about the work ethics and the reasons for the decisions that are made. It is therefore vital for the study to examine the survey participant's knowledge of their work culture. Hence, Table 4.1 indicated that the 78 (40%) of the respondents have worked with their employers between 7-9 years, 65 (33.3%) of the respondents have worked with their employers between 4-6 years. The categories 1-3 years and above 9 years however obtained 28 (14.4%) and 26 (13.3%) respondents of the surveyed population respectively. Consequently, the findings show that the participants were adequately exposed to the working environment and had the opportunity to deliver change to the organization.

Since a participant's educational level significantly affects a subject's perception toward an opinion, the research attempted to gather the level of education of the respondents. In relation to the participant's level of educational attainment, 29 (14.9%) of respondents were PhD holders, 76 (39.0%) were holders of Master's Degree certificate or its equivalent, 55 (28.2%) were holders of First Degree, 33 (16.9%) were holders of Diploma and 2 (1.0%) were SHS holders. The implication here is that respondents are highly educated and capable to responding to the questionnaires.

4.2 Descriptive Statistics of Variables

In the quest to achieve the first objective of this study (which is aimed at examining the current adoption of employee ethical measures within the University of Education, Winneba), the researcher provided statements that draw out the extent of employee ethical behaviour measures being implemented by the respondents' organization. Constructs used in this study are measured through their specific elements. Data were screened and refined at initial stage to make the data ready for further analysis.



Table 4.2 Descriptive Statistics of Variables

	No. of Items	Mean	Standard Deviation	Cronbach alpha	Skewness	Kurtosis
Perceived trust	9	3.98	.654	.796	-1.029	.1155
Personal Morality	6	3.95	.721	.852	-1.157	.1409
Law and professional codes	4	4.04	.658	.758	-.533	.637
Rules and standard operating procedures	4	3.82	.622	.772	-1.148	.2153

Organizational climate	7	3.87	.701	.821	1.353	1.767
Corporate reputation	9	3.92	.674	.728	1.162	.892

The table 4.2 presents descriptive statistics of the data set. Cronbach's alpha, mean and standard deviation of the measured variables were calculated. The reliability of data was conducted by computing the value of Cronbach's alpha (Cronbach, 1951). Table 4.2 shows that ethical climate was determined with 4 elements. The reliability analysis showed that the perceived trust obtained 0.796, the personal morality obtained 0.852, laws and professional codes obtained 0.758, standard working procedure obtained 0.772, organizational climate obtained 0.821 and corporate reputation obtained 0.728. The examined variables were reliable and therefore used in the analysis.

According to Table 4.2, employee ethical behaviour obtained a composite mean score of 3.95 and a standard deviation of 0.664. Analysis of the subconstruct of employee ethical behaviour revealed that, perceived trust obtained a mean score of 3.98 and a standard deviation of 0.654; personal morality obtained a mean score of 3.85 and a standard deviation of 0.721; laws and professional codes obtained a mean score of 4.04 and a standard deviation of 0.658 and rules and standard operating procedures obtained a mean score of 3.92 and a standard deviation of 0.622. On the other hand, organizational climate obtained a mean score of 3.87 and a standard deviation of 0.701 and corporate reputation obtained a mean score of 3.92 and a standard deviation of 0.674. In conclusion, kurtosis and skewness of the examined variables were computed and the results obtained in Table

4.2 indicated that there was no existed problem of skewness of the data and no kurtosis value that could also affect the data normality.

4.3 Relationship between Employee Ethical Behaviour, Organizational Climate and Corporate Reputation

The study sought to establish the relationship that exist among employee ethical behaviour, organizational climate and corporate reputation in the context of the University of Education, Winneba.

4.3.1 Relationship between Employee Ethical Behaviour and Organizational Climate

The Table 4.3 shows the correlation analysis between the independent variable and dependent variables examined in the study. The correlation analysis was necessary to ascertain the extent to which the examined variables were reliable or consistent to each other.

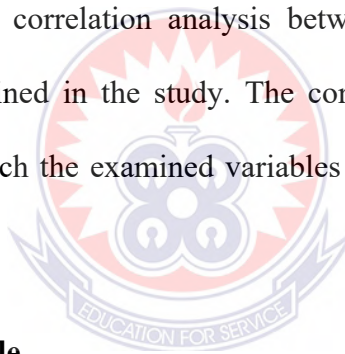


Table 4.3 Correlation table

Variables	1	2	3	4	5	6
1 Perceived Trust	-					
2 Personal Morality	.445**	-				
3 Rules & Standards Operating procedure	.247**	.257**	-			
4 Law & professional Codes	.269**	.572**	.354**	-		
5 Organizational Climate	.325**	.422**	.552**	.362**	-	

6	Corporate Reputation	.282**	.494**	.513**	.355**	.414**	-
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*p< 0.5; ** p< 0.1

Source: Field Data, 2023

The result reveals that perceived trust is positively correlated to organizational climate which shows that higher perceived trust in an organization leads to higher organizational climate and corporate reputation. Similarly, that personal morality is positively correlated to organizational climate and corporate reputation which implies that higher appreciation of personal morality leads to a higher level of organizational climate and corporate reputation. The results also exhibit that, rules and standard operating procedures is positively correlated to organizational climate and corporate reputation indicating that having laws and professional codes leads to an increase in organizational climate and corporate reputation. Likewise, working procedures are also positively correlated to the organizational climate and corporate reputation indicating that better the working procedures, better would be the organizational climate and corporate reputation. Further, the result shows that laws and professional codes is positively correlated to organizational climate and corporate reputation which proves that higher maintenance of laws and professional codes in an organization leads to higher organizational climate and corporate reputation.

4.4 Hypothesis Testing

In order to examine the study hypotheses and reach conclusions and make recommendations that will achieve the goals of this study, the study used the appropriate statistical methods to test the hypotheses, including linear regression analysis using SPSS.

4.4.1 Relationship between Employee Ethical Behaviour and Organizational Climate

The Tables 4.4 shows the results of linear regression analysis of the effect of employee ethical behaviour on organizational climate. The study examined the relationship between employee ethical behaviour and organizational climate first dependent variable adapted for this study.

Table 4.4 Hypotheses Test Result of Organizational Climate

	Modal Summary		Coefficients			
	R	R ²	β	SD	T	Sig. t
Perceived Trust	.834	.696	.819	.017	25.781	0.000
Personal Morality	.798	.637	.769	.029	22.764	0.000
Rules and Standard Operating Procedure	.897	.805	.834	.031	26.783	0.000
Laws and Prof. Codes	.687	.472	.614	.027	17.517	0.000

Source: Field Data, 2023

From Table 4.4, the results from regression analysis indicate that there is a statistically significant effect of perceived trust (PT) on organizational climate ($R = 0.834$), which indicates a statistically significant relationship between the independent variable (perceived trust) and the dependent variable (organizational climate).

Moreover, it has been shown that the value of the determining coefficient ($R^2 = 0.696$) indicates that the perceived trust has explained 69.6% of the variation in organizational climate, while the rest is due to other variables that were not included in this model. Moreover, the table shows that ($\beta = 0.839$) and ($t = 25.781$) at ($\text{sig.} = 0.000$) for perceived

trust, which indicates that the effect of this dimension is significant and this means that an increase in perceived trust by one unit leads to increase in organizational climate by (0.819). Against this background, H1a is accepted.

Also, the regression analysis indicate that there is a statistically significant effect of personal morality on organizational climate with a coefficient ($R = 0.798$), which indicates a statistically significant relationship between the independent variable (personal morality) and the dependent variable organizational climate). Moreover, it has been shown that the value of the determining coefficient ($R^2 = 0.637$) indicates that the Personal morality has explained 63.7% of the variation in organizational climate, while the rest is due to other variables that were not included in this model. Moreover, the table shows that ($\beta = 0.769$) and ($t = 22.764$) at ($\text{sig.} = 0.000$) for personal morality, which indicates that the effect of this dimension is significant and this means that an increase in responsibility by one unit leads to increase in organizational climate by (0.769). Therefore, hypothesis H1b is accepted.

Again, the results from regression analysis indicate that there is a statistically significant effect of rules and standard operating procedures on organizational climate, ($R = 0.897$), which indicates a statistically significant relationship between the independent variable (rules and standard operating procedures) and the dependent variable (organizational climate). Moreover, it has been shown that the value of the determining coefficient ($R^2 = 0.805$) indicates that the rules and standard working procedures has explained 80.5% of the variation in organizational climate, while the rest is due to other variables that were not included in this model. Moreover, the table shows that ($\beta = 0.834$) and ($t = 26.783$) at (sig.

= 0.000) for rules and standard working procedures, which indicates that the effect of this dimension is significant and this means that an increase in rules and standard operating procedures by one unit leads to increase in organizational climate by (0.834). Therefore, hypothesis H1c is accepted.

Finally, the results from Table 4.4 indicate that there is a statistically significant effect of laws and professional codes on organizational climate, ($R = 0.687$), which indicates a statistically significant relationship between the independent variable (laws and professional codes) and the dependent variable (organizational climate). Moreover, it has been shown that the value of the determining coefficient ($R^2 = 0.472$) indicates that the laws and professional codes has explained 47.2% of the variation in organizational climate, while the rest is due to other variables that were not included in this model. Moreover, the Table 4.4 shows that ($\beta = 0.614$) and ($t = 17.517$) at ($\text{sig.} = 0.000$) for laws and professional codes, which indicates that the effect of this dimension is significant and this means that an increase in laws and professional codes by one unit leads to increase in organizational climate by (0.614). This result agrees with Luo et al. (2008) study that confirm a positive effect of laws and professional codes on organizational climate. The hypothesis H1d is hereby accepted.

4.4.2 Relationship between Employee Ethical Behaviour and Corporate Reputation

The study examined the relationship between employee ethical behaviour and corporate reputation as the second dependent variable adapted for this study. The details of the analysis are detailed in Table 4.5

Table 4.5 Hypotheses Test Result of Corporate Reputation

	Modal Summary		Coefficients			
	R	R ²	β	SD	T	Sig. t
Perceived Trust	.822	.701	.822	.017	24.882	0.000
Personal Morality	.785	.665	.778	.029	21.711	0.000
Rules & Standard Operating procedures	.879	.819	.822	.031	25.723	0.000
Law and Prof. Codes	.721	.502	.678	.027	20.417	0.000

Source: Field Data, 2023

From Table 4.5, the results from the regression analysis indicate that there is a statistically significant effect of perceived trust (PT) on corporate reputation, ($R = 0.822$), which indicates a statistically significant correlation relationship between the independent variable (perceived trust) and the dependent variable (corporate reputation). Moreover, it has been shown that the value of the determining coefficient ($R^2 = 0.701$) indicates that the perceived trust has explained 70.1% of the variation in corporate reputation, while the rest is due to other variables that were not included in this model. Moreover, the table shows that ($\beta = 0.822$) and ($t = 24.882$) at ($\text{sig.} = 0.000$) for perceived trust, which indicates that the effect of this dimension is significant and this means that an increase in perceived trust by one unit leads to increase in corporate reputation by (0.822). This result indicate that the hypothesis H2a is accepted.

Also, the results indicate that there is a statistically significant effect of personal morality on corporate reputation, ($R = 0.785$), which indicates a statistically significant relationship between the independent variable (personal morality) and the dependent variable corporate

reputation). Moreover, it has been shown that the value of the determining coefficient ($R^2 = 0.665$) indicates that the personal morality has explained 66.5% of the variation in corporate reputation, while the rest is due to other variables that were not included in this model. Moreover, the table shows that ($\beta = 0.778$) and ($t = 21.711$) at ($\text{sig.} = 0.000$) for personal morality, which indicates that the effect of this dimension is significant and this means that an increase in perceived personal morality by one unit leads to increase in corporate reputation by (0.778). This result clearly indicate that the hypothesis H2b is accepted.

Likewise, the results from table 4.5 indicate that there is a statistically significant effect of rules and standard operating procedures on corporate reputation, ($R = 0.879$), which indicates a statistically significant relationship between the independent variable (rules and standard operating procedures) and the dependent variable (corporate reputation). Moreover, it has been shown that the value of the determining coefficient ($R^2 = 0.819$) indicates that the rules and standard operating procedures has explained 81.9% of the variation in corporate reputation, while the rest is due to other variables that were not included in this model. Moreover, the table shows that ($\beta = 0.822$) and ($t = 25.723$) at ($\text{sig.} = 0.000$) for rules and standard working procedures, which indicates that the effect of this dimension is significant and this means that an increase in rules and standard working procedures by one unit leads to increase in corporate reputation by (0.822). This result confirms that the hypothesis H2c is accepted.

Finally, the results indicate that there is a statistically significant effect of rules and professional codes on corporate reputation ($R = 0.721$), which indicates a statistically

significant relationship between the independent variable (laws and professional codes) and the dependent variable (corporate reputation). Moreover, it has been shown that the value of the determining coefficient ($R^2 = 0.502$) indicates that the laws and professional codes has explained 50.2% of the variation in corporate reputation, while the rest is due to other variables that were not included in this model. Moreover, the table shows that ($\beta = 0.678$) and ($t = 20.417$) at ($\text{sig.} = 0.000$) for laws and professional codes, which indicates that the effect of this dimension is significant and this means that an increase in laws and professional codes by one unit leads to increase in corporate reputation by (0.678). This result depicts that the hypothesis H2d is accepted

4.5 Discussion of Results

The primary objective of the study investigated into key field of employees ethical behaviours exhibited in public universities. Here, the study attempted to determine the influence of employee ethical behaviour on organizational climate and corporate reputation.

Employee ethical behaviour is viewed as a main consideration that has an undeniable impact on organizational climate and corporate reputation of many establishment. In any case, how employees conduct themselves in an establishment can be a defining moment for such an organizations.

The descriptive analysis confirmed that employee ethical behaviour (perceived trust, personal morality, rules and standard operating procedures and finally laws and professional codes) are well adopted or practiced by the University of Education, Winneba

in the Central Region of Ghana. The same measures of ethical behaviour were adapted and modified by Sunanda (2018) to assess the impact of workplace ethics on employee and organization productivity in India.

The link between employee ethical behaviour (perceived trust, personal morality, rules and standard operating procedures and finally laws and professional codes) and organizational climate and corporate reputation measures were positive and significant. The implication here is that, organizations in the higher learning sector especially which optimizes their employee ethical behaviour techniques successfully, they would achieve improved performance in terms of organizational climate and corporate reputation, as these factors are positively associated. In effect, the study established that employee ethical behaviours of the studied institution was trusted to guide all the staff towards the attainment of the organizational goals, steer the rest of the staff towards the achievement of collective goals through adoption of effective coordination among the various departments and resolving all challenges or conflict leading to an improved organizational climate. The results were found to be consistent with Trevino and Nelson (2021) findings that perceived trust, morality and observing rules and working standards can add to making more noteworthy efficiencies in an organization. It evident in this study that employee ethical behaviour meaningfully and positively couples with organizational climate and corporate reputation. Organizational climate and corporate reputation in public university is greatly influenced by existing employee ethical behaviours. This result obtained is in conformance with the proposed directions of the study. These results are supported by previous studies, for instance, there is an effects of employee ethical behaviour influencing organizational

climate (Muthukumar, 2016b). Moreover, majority of the employee ethical behaviour are related to the climate of an organization (Yadav, 2016).

Outcomes of this investigation have indicated that leadership of public universities mostly institute appropriate ethical standards for employees. The implication here is that employee ethical behaviour (perceived trust, personal morality, rules and standard operating procedures and finally laws and professional codes) has positive significant effect on organizational climate and corporate reputation. The adopted measures of employee ethical behaviour showed an impact on the dependent variables (organizational climate and corporate reputation).

It is important to appreciate that every organization is competing to survive in this ever increasingly challenging and volatile business environment, and in order to survive; they need pools of excellent, talented and productive human capital to work in organizations. The university employees are an important asset to the organization and therefore in order for any academic institution to be competitive in the market they ought to ensure the observance to ethical standards that are enshrined in the organization by the management is taken into consideration.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.0 Overview

This chapter presents a review of the study findings, suggestions for enhanced performance, as well as the conclusions drawn from the analysis research results. The chapter built on the goals of the study. The study results, as noted in previous chapters, are then elaborated under the section summing up the findings. The study results, as noted in the previous chapter, is then elaborated under the section summing up the findings. The research work also made a series of strongly connected recommendations to the stakeholders. Conclusions derived from the findings are then seen in the section Conclusions. The chapter ends with suggested areas for further study.

5.1 Summary of Major Findings

The study was conducted with the ultimate objective of examining the influence of employee ethical behaviour on organizational climate and corporate reputation in the context of the University of Education, Winneba which is in the Educational sector. The study was based on responses from the 195 responses of employees within the University of Education. Data collection reliability was measured or tested according to the standards advocated by Cronbach (1951). The results show sufficient reliability for the threshold of 0.7 as set by Cronbach (1951).

The study examined employee ethical behaviour within the University in Table 4.2. However, employee ethical behaviour was examined by multidimensional variables, where

twenty-three (23) statements used in the rating of ethical behaviour had mean and standard deviation values which indicated that respondents strongly agreed on the high standards based on the university's operations. The study found that university is currently implementing measures (perceived trust, personal morality, laws and professional codes, rules and standard operating procedure) aimed at properly managing employee ethical standards in the University. As can be seen in Table 4.2, the mean values of all the measures are above 3.0 indicating that the respondents agreed and agreed strongly with the statements that sought to unravel ethical behaviour based on the five-point Likert which truly reflects in their personal view.

The study used two variables as dependent variables for the study, which includes organizational climate and corporate reputation. The study found in Table 4.2 that the University obtained high performance ratings for organizational climate and corporate reputation respectively. The statements used in assessing the company's dependent variable (organizational climate and corporate reputation) had mean and standard deviation values suggesting that respondents were in strong agreement or agreed to statement measuring the dependent variables, indicating high performance as it relates to the University.

5.1.1 Impact of Employee Ethical Behaviour and Organizational Climate

The study found in relation to the study's main objective, that there is a positive relationship between the study' dependent and independent variables. In other words, the relationship between employee ethical behaviour (perceived trust, personal morality, law and professional codes, rules and standard operating procedure) and organizational climate is

positive and important. This finding indicates that an improvement in the drive to implement best practices in relation to employee ethical behaviour could result in improved organizational climate in the University of Education. This indicates that the effective adherence to employee ethical standards would result in enhanced organizational climate: as these variables are positively and significantly correlated.

The study found in Table 4.4 that the results indicate that there is a statistically significant effect of perceived trust (PT) on organizational climate. Moreover, perceived trust has a positive significant effect on organizational climate. This is to say that an increase in perceived trust by one unit leads to increase in organizational climate.

Also, the results indicate that there is a statistically significant effect of personal morality on organizational climate. The result indicate a statistically significant correlation relationship between personal morality and the dependent variable organizational climate.

More so, the results indicate that there is a statistically significant effect of rules and standard working procedures on organizational climate. It evident that an increase in rules and standard working procedures by one unit leads to increase in organizational climate.

Finally, the results indicate that there is a statistically significant effect of laws and professional codes on organizational climate, where the correlation coefficient indicates a statistically significant correlation relationship between the independent variable (laws and professional codes) and the organizational climate.

5.1.2 Impact of Employee Ethical Behaviour and Corporate Reputation

The study examined the relationship between employee ethical behaviour and corporate reputation as the second dependent variable adapted for this study.

The results of the study in Table 4.5 indicate that there is statistically significant effect of perceived trust (PT) on corporate reputation. Moreover, the table shows that perceived trust has a positive is significant effect on corporate reputation and as such an increase in perceived trust by one unit leads to an increase in corporate reputation.

The findings of the study shows a positive statistically significant effect of personal morality on corporate reputation, Moreover, the Table 4.5 shows that personal morality effect corporate reputation and as such a unit increase in personal morality leads to an increase in corporate reputation.

Also, the results indicate that there is a statistically significant effect of rules and standard working procedures on corporate reputation. Moreover, the Table 4.5 shows that rules and standard working procedures has positive significant and increase in rules and standard working procedures by one unit leads to increase in corporate reputation

Finally, the results indicate that there is a statistically significant effect of laws and professional codes on corporate reputation. Moreover, the table shows that laws and professional codes significantly affect corporate reputation and as such an increase in laws and professional codes by one unit leads to increase in corporate reputation.

5.2 Conclusion

The study concludes the respondents examined in the study in the University of Education, Winneba in the Central Region are predominantly males. Test reliability proved that the

instrument is reliable with Cronbach Alpha values greater than the threshold mark of 0.7. The study showed that the University is to a large extent exploiting measures crucial to improving employee ethical standards. That is, the university have adopted measures that is aimed at optimizing employee ethical standards and as a matter of fact are also having their institutional climate and reputation improved by default.

From the mean values obtained scoring above the mid-point of 3.0 with respect to the 5-point Likert scale from the study. It is concluded that measures directed at employee ethical behaviour is a keen practice in the University of Education, Winneba in the Central Region in particular. This therefore means that if the university work towards ethical standards optimization in their operations would be able to stand the competitions and competitive advantage.

Also, the study concludes that the organizational climate and corporate reputation in the University of Education, Winneba in the Central Region is encouraging. Therefore, management of the University should push to ensure that structures and policies aimed at internal structures and standards are constantly adhered to in order to avoid a fall in the organizational climate and the corporate reputation.

Finally, the study concludes that, a positive correlation or significant impact that has been seen from the study to be existing between ethical behaviour (perceived trust, personal morality, rules and standard operating procedures and finally laws and professional codes) and the dependent variables (organizational climate and corporate reputation measures), therefore University have to think strategically to enforce measures that makes them effective and efficient in managing employee ethical standards. It must however be noted

that, there are other factors that predicts the organizational climate and corporate reputation other than the employee ethical behaviour which has some chance of predicting organizational climate and reputation.

5.3 Recommendations for Practice

Based on the findings of the study, the following recommendations were made.

Based on the study results, it is strongly recommended that company managers ensure that there is a serious control system that only enables the use of proper enforcement of employee ethical standards to increase the performance of an organization in terms of organizational climate and corporate reputation.

The findings indicate there is a relationship between employee ethical behavioural measures and organizational climate and corporate reputation. Institutional management should ensure that appropriate ethical standards are well communicate and integrated into the business structures to ensure smooth and easier acceptability of the ethical standards.

From the study, it can be seen that adherence to ethical behavioural standards play a crucial role in improving organizational climate and corporate reputation. So it is necessary to further strengthen ethical standard approaches within the businesses. In other words, officers in charge of management people and ethical standards need to be highly motivated to play their role, because to a large degree, an organization's ethical standards plays a significant role in setting the principles or philosophies of the work place.

5.4 Recommendations for Further Research

The scope of this study was limited to the University of Education, Winneba in the Central Region of Ghana, implying that generalization of the result to cover other Universities in the other regions cannot be made. Those not captured might have other experiences or measures that will make them differ from those captured in this study. Therefore, it is recommended that the study is replicated to encompass all the Universities in the country.

Secondly, the study recommends that a future study aims to investigate whether employee ethical behavioural standards has a positive and significant relation with other indicators aside those used in this study.

Thirdly, as has been observed from the study, ethical behaviour has an impact on organizational climate and corporate reputation of the University of Education, Winneba in the Central Region. Therefore it is recommended that a study is conducted in other industries where ethical standards plays a key role. This will help to confirm or otherwise, the relationship between the variables and as to whether it is applicable in other industries as well.

Finally, due to the fact that this study adopted the quantitative approach, it is recommended that this study is replicated in the near future however using the qualitative or mixed method approach to access if the change in approach would yield same results and also provide deeper insight into the industry. This change in approach will allow for the verification or testing of existing theories prior to this research finding.

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APPENDIX

UNIVERSITY OF EDUCATION, WINNEBA

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT SCIENCES

QUESTIONNAIRE

This questionnaire is designed to assist the researcher to make ‘*an assessment of Employee Ethical behaviour on Organizational Climate and Corporate Reputation among Staff of a higher Education Institution*’. This exercise is essentially academic. Your response is of utmost importance and would be treated as strictly confidential. It is therefore hoped that you will be honest as possible in your response to the questions below. Thank you.

PART A: BACKGROUND INFORMATION AND DEMOGRAPHICS

1. Gender: Male [] Female []
2. Age: _____
3. Work Experience: _____ years

4. Academic Qualification: SHS [] Diploma/HND [] First Degree [] Master's Degree [] Ph.D []

Category of staff: **PART A: EMPLOYEE ETHICAL BEHAVIOUR**

The following are statements about Employee Ethical Behaviour, you are requested to kindly indicate the opinion that best represents the university using the 5-point Likert Scale ranging from 1= **Strongly Disagree** to 5= **Strongly Agree**. Please circle only one option that best describes your opinion in each of the statements.

1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

Trust		Scale				
		SD	D	N	A	SA
1	Our university staff trust the words and actions of their supervisor	1	2	3	4	5
2	Our university strives to meet the expectations and interests of employees and students	1	2	3	4	5
3	Our university's policies are worth believing and following.	1	2	3	4	5
4	Our university's supervisor truly cares about what is important to me	1	2	3	4	5
5	Our university staff support supervisor even in times of difficulties	1	2	3	4	5
6	Our university's Head(s) provides considerable help in my working life.	1	2	3	4	5
7	Our university has much of a reputation for top-quality of service delivery	1	2	3	4	5
8	Our workers are enthusiastic about their work	1	2	3	4	5
Personal Morality		Scale				
		SD	D	N	A	SA
1	Employees tend to follow their moral beliefs when performing tasks	1	2	3	4	5
2	Employees judge what is 'right or wrong' themselves when performing tasks.	1	2	3	4	5
3	Our university values and respects the personal judgment of employees about what is 'right or wrong'.	1	2	3	4	5
4	Employees act according to their moral beliefs	1	2	3	4	5
5	Employees consider students and public interests important when performing tasks.	1	2	3	4	5

6	Our university makes decisions considering the impact on employees and public interests	1	2	3	4	5
Law and Professional Codes		Scale				
		SD	D	N	A	SA
1	Our university places importance on laws or professional ethical codes	1	2	3	4	5
2	Our university insists on observing laws and professional codes in performing tasks	1	2	3	4	5
3	Our university requires employees to comply strictly with legal standards or professional codes	1	2	3	4	5
4	Our university ensures failure to observe employees' ethical behaviours' are sanctioned	1	2	3	4	5
Rules & Standard Operating Procedures		Scale				
		SD	D	N	A	SA
1	Our university ensures strict compliance to rules and procedures are well observed	1	2	3	4	5
2	Our university requires all employees to comply with rules and procedures regarding service delivery.	1	2	3	4	5
3	Employees comply with rules and procedures succeed at our university	1	2	3	4	5
4	Employees comply with university policies and procedures successfully	1	2	3	4	5

PART C: ORGANIZATIONAL CLIMATE

The following are statements about some measures of Organizational Climate, you are requested to kindly indicate the opinion that best represents the university using the 5-point Likert Scale from **1= Strongly Disagree to 5= Strongly Agree**. Please circle only one option that best describes your opinion in each of the statements.

Organizational Climate		Scale				
		SD	D	N	A	SA
1	Our university staff volunteers and commits to helping staff in the organization if they fall behind in their work	1	2	3	4	5
2	Our university's staff willingly shares their expertise with other members in the institution.	1	2	3	4	5
3	Our university staff always tries to act like peacemakers when other workers in the institution have disagreements	1	2	3	4	5
4	Our university staff are willing to give their time to help other workers/institution who have work-related problems	1	2	3	4	5

5	Our university ensures every staff are well-informed before initiating actions that might affect them	1	2	3	4	5
6	Our university's staff encourages each other in the institution when they were down	1	2	3	4	5
7	Our university always takes active steps to try to prevent problems with workers in the institution.	1	2	3	4	5

PART D: CORPORATE REPUTATION

The following are statements about some measures of Corporate Reputation, you are requested to kindly indicate the opinion that best represents the university using the 5-point Likert Scale from **1= Strongly Disagree to 5= Strongly Agree**. Please circle only one option that best describes your opinion in each of the statements.

	Corporate Image	Scale				
		SD	D	N	A	SA
1	Our university is a strong institution and top competitor in the industry	1	2	3	4	5
2	Our university is financially stable and has a good record of sustainability	1	2	3	4	5
3	Our university outperforms its rivals and has good prospects for future growth	1	2	3	4	5
4	Our university care about the needs of students and actively resolves complaints	1	2	3	4	5
5	Our university is innovative in its services and program offerings	1	2	3	4	5
6	Our university has a clear, well-articulated long-term vision	1	2	3	4	5
7	Our university has a strong, visible and appealing sense of leadership	1	2	3	4	5
8	Our university's services and programmes offer good value for money	1	2	3	4	5
9	Our university supports good social, ethical and environmental initiatives.	1	2	3	4	5