Assessing Enforcement of Ethical Principles in the Work Place

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Abstract

The title of this paper is assessing enforcement of ethical principles in the work place. The study seeks to identify unethical practices in the workplace, ascertain if employees in public sector organisations adopt ethical principles, determine how to enforce ethical principles in the workplace, and to ascertain the impact of gender concerning ethics in the workplace. The study was carried out primarily through the survey method and interview of employees in three public sector organizations in Nigeria. Secondary data were obtained through books, journals and internet. Empirical works of other scholars were consulted. A sample size of 334 was obtained from the population of 2000 at 5% error tolerance and 95% degree of freedom using yamane's statistical formular. The questionnaire was designed in likert scale format. The researcher conducted a pre-test on the questionnaire to ensure the validity of the instrument. Data collected were presented in frequency tables. Chi-Square statistical tool was used to test the hypotheses

Keywords: Ethical, principle, Enforcement and Workplace

Introduction

Ethics: the basic concepts and fundamental principles of right human conduct. It includes study of universal values, such as the essential equality of all men and women, human or natural rights, obedience to the law of land, concern for health and safety and increasingly also for the natural environment(www, business dictionary.com)
Measures to enhance ethics and accountability often feature prominently as part of the agenda of civil service reform in developing and developed countries. In recent years, the debate on and efforts to curb ethical violations and enforce accountability have intensified in Africa mainly due to four reasons;

- The increase in the incidence of unethical practices, and lack of accountability.
- The wave of political liberalization that engulfed most Africans since 1989 which has emboldened a budding civil society into demanding; greater enforcement of ethical standards and the punishment of violators.
- A growing recognition that unethical practices have contributed to the economic difficulties that many African countries face; and
- The pressure exerted by international donors requiring stricter adherence by African countries to good governance, and the curtailment of waste and squandering of resources.

The lack of accountability, unethical behaviour and corrupt practices have become so pervasive, and even institutionalized norms of behaviour in some public organisations, to the extent that one may conveniently speak of a crisis of ethics in public services: Apart from outright bribery and corruption, patronage, nepotism, embezzlement, influence peddling, use of one's position for self- enrichment, bestowing of favours on relatives and friends, moonlighting, partiality, absenteeism, late coming to work, abuse of public property, leaking and/or abuse of government information and the like are common manifestation of this plight (Rasheed, 1995:12) .

However, Ethics are moral principles of conduct used to govern the decision making and behaviour of an individual or a group of individuals. These principles guide individuals in their dealings with other individuals and groups (stakeholders) and provide a basis for deciding whether behaviour is right and proper.

Ethics help people determine moral responses to situations in which the best course of action is unclear. Ethics guide managers in their decisions about what to do in various situations.

Ethics also help managers decide how best to respond to the interests of various organizational stakeholders. Managers often experience an ethical dilemma when they confront a situation that requires them to choose between two courses of action, especially if each of them is likely to serve the interests of one particular stakeholder group to the detriment of the other .To make an appropriate decision, managers must weigh the competing claims or rights of the various stakeholder groups. Sometimes, making a decision is easy because some obvious standard, value, or norm of behaviour applies (Jones and George,2003:89).

Therefore, Ethics refers to the study of moral principles or values that determine whether actions are right or wrong and outcomes are good or bad. We rely on our ethical values to determine "the right thing to do "

The ethical climate of an organisation refers to the processes by which decisions are evaluated and made on the basis of right and wrong. In organisations, maintaining consistent ethical behaviour by all employees is an ongoing challenge. An organisation may be encouraging unethical behaviour by

- Excessive emphasis on short- term revenues over long- term considerations
- Failure to establish a written code of ethics
- An unwillingness to take an ethical stand that may impose financial costs
- Lack of clear procedures for handling ethical problems, (Bateman and Snell, 2009 :174).

1.1 Objectives of the Study

The study has the following specific objectives

(1) To identify unethical practices in the workplace
(2) To ascertain if employees in public sector organisations adopt ethical principles
(3) To determine how to enforce ethical principles in the workplace
(4) To ascertain the impact of gender concerning ethics in the workplace

1.2 Hypotheses

These hypotheses were proposed for the study.

H_1 Lying about age and attendance to work constitute unethical practices in the work place
H_2 Employees in public sector organisations adopt ethical principles
H_3 Ethical principles can be enforced when managers demonstrate integrity, respect employees and treat employees equitably
H_4 Women make greater strides than men in improving their moral awareness and ethical standards

1.3 Research Method

The study was carried out primarily through the survey method and interview of employees in three public sector organizations in Nigeria. Secondary data were obtained through books, journals and internet. Empirical works of other scholars were consulted. A sample size of 334 was obtained from the population of 2000 at 5% error tolerance and 95% degree of freedom using yamane's statistical formular. 320 (95.8%) of the questionnaire distributed were returned while 14 (4.2%) of the questionnaire distributed were not returned. The questionnaire was designed in likert scale format. The researcher conducted a pre-test on the questionnaire to ensure the validity of the instrument. Data collected were presented in frequency tables. Chi-Square statistical tool was used to test the hypotheses.

Literature Review

2.1 Business Ethics

Business ethics are principles prescribing a code of behaviour that explains what is good and right and what is bad and wrong. Business ethics Provide standards for conduct, and decision making of employees and managers. Business ethics are not the same thing as laws. Law and ethics are in agreement in some situations. For example, it is both illegal and unethical to breach the contract of employment. But often, it is not illegal to engage in conduct that is unethical. For example, it may not be illegal to take credit for the work of a colleague, but it is highly unethical. Unfortunately, more than few individuals have engaged in unethical tactics in order to advance in their careers. If an organization does not condemn such behaviour, others, may be encouraged to imitate these practices, and soon the organization develops a culture of political back- stabbing that drives away the most talented people and drains the energies of those who remain.

A recent study found that nearly half the workers surveyed had engaged in at least one unethical act in the previous years. The most frequent unethical behaviours were cutting corners on quality, covering up potentially damaging incidents, abusing or lying about sick days, and lying to or deceiving customers (Gomez-mejia and Balkin, 2002).

The scope of business ethics is very broad, because anything done by a company or its employees can be done ethically or unethically. The following list intends to illustrate the all-pervasive nature of ethical questions in business

- behaviour towards customers, suppliers, distributors, and competitors: for example, marketing and selling, fair competition, intelligence gathering, inducements and incentives;
- treatment of employees: for example, recruitment, rewards, training, promotion, dismissal, employee and employer rights and duties;
- treatment of other stakeholder groups: for example, local communities, governments, interest groups;
- effect on the natural environment: for example, pollution, recycling, sustainability;
- conduct in international operations: for example, use of power, respect for human rights, delocalization of operations to lower-cost
- environments (Mullins,2005:169).

2.2 Criteria for Ethical Decision Making

People operate under different ethical value systems depending on their personal experiences and their religious, educational, and family backgrounds .Personal integrity and individual values are important elements in ethical decision making at work. One manager might consider it beneficial to downsize a company's workforce because the surviving employees, who make up the majority, will be employed by a more effective and efficient firm.

However, another manager might consider a downsizing decision unethical because the employees who lose their jobs do not deserve to be deprived of economic opportunities simply because it is cost effective. The different ethical value systems of the two managers lead them to place different judgements on the attractiveness or repulsiveness of downsizing the workforce. The criteria for ethical decision making are utilitarianism, individualism, the rights approach, and the justice approach.

2.2.1 Utilitarianism

A means of making decisions based on what is good for the greatest number of people. To apply the utilitarianism criteria, one would examine all the people who will be affected by a decision and choose the solution that would satisfy the most people. Utilitarianism tries to minimize the pain and maximize the pleasure of the greatest number of people. Although utilitarianism strives to attain the ideal of democracy by promoting good for the majority, it may overlook the rights or needs of a minority of individuals, which is a possible disadvantage of using this approach.

2.2.2 Individualism

This is the degree to which a society values personal goals, autonomy, and privacy over group loyalty, commitment to group norms, involvement in collective activities, social cohesiveness, and intense socialization.

Ethical decisions based on individualism promote individual self- interest as long as it does not harm others.

2.2.3 Rights Approach

A means of making decisions based on the belief that each person has fundamental human rights that should be respected. People have the rights of freedom of speech, privacy, and due process when charged with a crime or rule infraction. The people also have a right to a safe and healthy environment. These rights make it possible for them to act in their own best interests, and this benefits society. Thus, a decision is unethical if it deprives an individual of fundamental human rights.

2.2.4 Justice Approach

An approach to decision making based on treating all people fairly and consistently when making business decisions. This means considering both distributive and procedural justice. Distributive justice involves how an individual is treated and includes the fairness of rewards, punishments, and outcomes in an organization. It asks whether an employee received compensation equitable with performance or whether the employee was over paid or under paid.

Procedural justice involves the fair and consistent application of rules and procedures. When an employee is disciplined for a safety rule infraction, the procedural justice standard would be violated if other employees who broke the rule were not similarly disciplined. An advantage of the justice approach is that it is more flexible than other ethical criteria because it recognizes that standards of fairness vary depending on the individuals involved in the decision (Gomez-mejia and Balkin, (2002) cited in Ezigbo, (2008,b).

2.3 Code of Ethics

One way companies influence employees and managers to utilize a common set of ethical criteria in decision making is by developing a code of ethics.

Thus, a code of ethics is a formal statement of the company's ethics and values that is designed to guide employee's conduct in a variety of business situations.

A code of ethics is a written document that outlines the principles of conduct to be used in making decisions within the organization. Codes of ethics are formal standards and rules on beliefs about right or wrong, that managers can use to help themselves make appropriate decisions with regard to the interests of then stakeholders.

Rue and Byars,(2000: 109), submit that codes of ethics cover a list of topics which include

- fundamental honesty and adherence to the law,
- product safety and quality,
- health and safety in the workplace,
- conflict of interest,
- employment practices,
- fairness in selling/marketing practices,
- financial reporting,
- supplier relationships,
- pricing, billing, and contracting,
- trading in securities,
- acquiring and using information from others,
- security,
- political activities,
- protection of the environment, and
- intellectual property/ proprietary information.

The effectiveness of the code of ethics depends on the extent to which management supports them with sanctions and rewards. Violations of these codes are usually limited to loss of membership in the organization (termination or expulsion).

2.4 Ethics Sanctions

Ethics sanctions are last resort. It is serious. Members must be held accountable in the code in order of gravity. Penalty include

2.4.1 Reprimind: A formal written notice that the respondent's conduct violated the code. Repriminds are private.

2.4.2 Letter of Censure: Prohibition of office goes to both the respondent and respondent's superior.

2.4.3 Suspension: Suspension ranges from one to five years depending on the circumstances. Suspended members are barred from all chapter and association activities (www. Afpnet.org).

2.4.4 Expulsion: Expulsion is applied after these three sanctions were applied.

2.5 Influencing Employees to Behave Ethically

The US military has recognized the importance of having officers set examples for enlisted personnel and holds officers to a higher standard of conduct. Officers who disobey a command or act unethically face harsh sanctions. Manager's behaviour as they carry out their duties sets the tone for employees.

Managers can influence employees to behave ethically by the following ways:

- Take actions that develop trust, such as sharing useful information and making good on commitments
- Act consistently so that employees are not surprised by unexpected management actions or decisions.
- Be truthful and avoid white lies and actions designed to manipulate others by giving a false impression.
- Demonstrate integrity by keeping confidences and showing concern for others.
- Meet with employees to discuss and define what is expected of them.
- Ensure that employees are treated equitably, giving equivalent rewards for similar performance and avoiding actual or apparent special treatment of favourites.
- Adhere to clear standards that are seen as just and reasonable-for example, neither praising accomplishments out of proportion nor imposing penalties disproportionate to offences.
- Respect employees, showing openly that you care about employees and recognize their strengths and contributions.

2.6 Enforcement of Ethical Principles: Implications of Unethical Behaviour

Unethical behaviour fall outside the bounds of accepted standards or values. It occurs because managers put their personal interests above the interests of other organizational stakeholders or choose to ignore the harm they are inflicting on others. Managers and other stakeholders must strongly resist pressures to behave unethically because of the harm unethical behaviour inflicts on others.

An important safeguard against unethical behaviour is the potential for loss of reputation: the esteem or high repute that individuals or organizations gain when they behave ethically.

Stakeholders have valuable reputations that they must protect because their ability to earn a living and obtain resources in the long run depends on the way they behave on a day – to – day, week – to- week, and month – to – month basis.

Behaving unethically in the short run can have serious long- term consequences.

A manager who has a poor reputation will have difficulty finding employment with other companies.

Stakeholders who see managers behaving unethically may refuse to invest in their companies, which will decrease the stock price, undermine the companies' reputation, and ultimately put the managers' job at risk.

All stakeholders have reputations to lose. Suppliers who provide shoddy inputs find that organizations learn over time not to deal with them, and eventually they go out of business.

Powerful customers who demand ridiculously low prices find that their suppliers become less willing to deal with them, and resources ultimately become harder for them to obtain.

Workers who shirk responsibilities on the job find it hard to get new jobs when they are fired.

In general, if a manager or company is known for being unethical, other stakeholders are likely to view that individual or organization with suspicion and hostility, and the reputation of each will be poor. But if a manager or company is known for ethical business practices, each will develop a good reputation (Jones and George, 2003).

2.7 Laws Relating to Ethics in Business

The effect of unethical practices by managers has been the passage of laws to regulate behaviour. Numerous laws have been enacted which directly relate to the issue of ethics in business. The laws apply to areas like competitive behaviour, consumer protection, and environmental protection (Rue and Byars, 2000: 110).

2.7.1 Competitive Behaviour

The earliest laws relating to business ethics concerned competitive practices among businesses.
Often referred to as antitrust laws, they were intended to maintain a favourable competitive environment. Significant antitrust legislation include the following.

- Law that prohibits unfair methods of competition or deceptive trade practices.
- Law that prohibits price discrimination and substantially lessens competition or tends to create a monopoly.
- Law that prohibits mergers through purchase of stock or purchase of assets if the effect is to substantially lessen competition or create a monopoly.
- Law which require public notice of mergers before their completion.

2.7.2 Consumer Protection

Consumer protection is the object of legislation that deals with unethical practices of businesses that affect consumers of their products or services. National Agency for Foods and Drugs Administration (NAFDAC) has the authority to protect consumers from adulterated, misbranded, or unsafe foods, drugs, and cosmetics.

Consumer protection laws apply to credit protection, warranty protection, and misbranding. Consumer Protection Council (CPC) has the authority to protect consumers' right.

2.7.3 Environmental Protection

This concern has reflected itself in many laws designed to improve the environment. A significant number of those laws directly affect businesses. The key legislation in environmental protection is the National Environmental Policy Act. The law committed the government to preserving the country's ecology, established the environmental Protection Agency to administer the act, and established the council on environmental quality, which advises the president on environmental policy and reviews environmental impact statement.

2.8 Social Responsibility

Business organizations do not operate in a vacuum and so they must relate positively to the society of which they are a part (Onubuogu, 1998) cited in Ezigbo, (2008,a: 60). It is necessary for managers and organizations to act ethically and do everything possible to satisfy Stakeholders.

David (1976) opines that the idea of social responsibility implies that the business decision-makers recognize some obligation to protect and improve the welfare of society as a whole along with their own interests. The net effect is to enhance quality of life in the broadest possible way.

Keim (1978), states that the essence of the social responsibility issue is the allocation of private resources for social rather than private ends.

Social responsibility refers to a manager's duty or obligation to make decisions that nurture, protect, enhance, and promote the welfare and well-being of stakeholders and society as a whole.

Managers are being socially responsible and showing their support for their stakeholders when they

- provide severance payments to help laid - off workers make ends meet until they can find other jobs,
- allow employees to take time off when they need to and provide health care and pension benefits for employees,
- provide workers with opportunities to enhance their skills and acquire additional education so they can remain productive and do not become obsolete because of changes in technology,
- contribute to charities or support various civic minded activities in the cities or towns in which they are located,
- decide to keep open a factory whose closure would devastate the local community,
- decline to invest in countries that have poor human rights records, and
- choose to help poor countries develop an economic base to improve living standards (Jones and George, 2003:102).

Result and Discussion

This section presents the analysis of data collected in the course of this study. Data were presented in tables for analysis. Hypotheses were tested by Chi- square test statistics using SPSS.

Table ((1) What are unethical practices in the work place

S/N		AGREEMENT	DISAGREEMENT	TOTAL
1	Lying about age	310 (299.5)	10 (41)	320
2	Calling in sick when one is really not	308 (299.5)	12 (41)	320
3	Taking office supplies home for personal use	280 (299.5)	40 (41)	320
4	Over charging on the company's expense report	300 (299.5)	20 (41)	320
Total		1198	82	1280

Source: Field Survey, 2012.

H_1 : lying about age and attendance to work constitute unethical practices in the workplace

Table (2) Chi-Square Tests Computed from the Frequency Cross Tabulation

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	363.990(a)	6	.000
Likelihood Ratio	405.026	6	.000
Linear-by-Linear Association	28.183	1	.000
N of Valid Cases	1268		

Source: SPSS Version 15.00.

Table (2) presents the output of the computed Chi-Square values from the cross tabulation statistics of observed and expected frequencies with the response options of agree and disagree based on the responses of the research subjects from the three public sector organisations in Nigeria. Pearson Chi-Square computed value (X^2_c= 363.990) is greater than the Chi –Square tabulated value (X^2_t=12.59) with 6 degrees of freedom (df) at 0.05 level of alpha (X^2_c=363.990,p,< .05)

Decision Rule

The decision rule is to accept the alternate hypothesis if the computed Chi- Square value is greater than tabulated Chi-Square value otherwise accept the null hypothesis.

Result of Testing Hypothesis 1

Since the Pearson Chi- Square computed X^2_c= 363.990 is greater than Chi- Square table value X^2_t =12.59, the null hypothesis is rejected and alternate hypothesis is accepted. Thus, we conclude that lying about age and attendance to work constitute unethical practices in the workplace.

Table (3): Do Employees in Public Sector Organisations adopt Ethical Principles

S/N		AGREEMENT	DISAGREEMENT	TOTAL
1	Employees in public sector organisations do not adopt ethical principles	40	280	320
2	Employees in public sector organisations adopt ethical principles	300	20	320
Total		340	300	640

Source: Field Survey, 2012.

H_2 Employees in public sector organisations adopt ethical principles

Table (4) Chi-Square Tests Computed from the Frequency Cross Tabulation

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	120.502(a)	6	.000
Likelihood Ratio	116.777	6	.000
Linear-by-Linear Association	24.458	1	.000
N of Valid Cases	640		

Source: SPSS Version 15.00.

Table 4 presents the output of the computed Chi-Square values from the cross tabulation statistics of observed and expected frequencies with the response options of agree and disagree based on the responses of the research subjects from the three public sector organisation in Nigeria. Pearson Chi-Square computed value (X^2_c= 120.502) is greater than the Chi –Square tabulated value (X^2_t =12.59) with 6 degrees of freedom (df) at 0.05 level of alpha (X^2_c =120.502,p,< .05)

Decision Rule

The decision rule is to accept the alternate hypothesis if the computed Chi- Square value is greater than tabulated Chi-Square value otherwise accept the null hypothesis.

Result of Testing H_2

Since the Pearson Chi- Square computed X^2_c= 120.502 is greater than Chi- Square table value X^2_t =12.59, the null hypothesis is rejected and alternate hypothesis is accepted. Thus, we conclude that employees in public sector organisations adopt ethical principles

Table (5) How can Ethical Principles be Enforced in the Work Place

S/N		AGREEMENT	DISAGREEMENT	TOTAL
1	When managers demonstrate integrity	290 (292)	30 (28.)	320
2	When managers take action that develop trust	250 (292)	70 (28.3)	320
3	When managers respect employees	315 (292)	05 (28.3)	320
4	When managers treat employees equitably	312 (292)	08 (28.3	320
Total		1167	113	1280

Source: Field Survey, 2012.

H$_3$: Ethical principles can be enforced when managers demonstrate integrity, respect employees and treat employees equitably

Table (6) chi-Square Tests computed from the frequency cross tabulation

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	265.207(a)	6	.000
Likelihood Ratio	224.710	6	.000
Linear-by-Linear Association	7.655	1	.006
N of Valid Cases	1268		

Source: SPSS Version 15.00.

Table 6 presents the output of the computed Chi-Square values from the cross tabulation statistics of observed and expected frequencies with the response options of agree and disagree based on the responses of the research subjects from the three public sector organisations in Nigeria. Pearson Chi-Square computed value (X^2_c= 265.207) is greater than the Chi –Square tabulated value (X^2_t =12.59) with 6 degrees of freedom (df) at 0.05 level of alpha (X^2_c =265.207,p,< .05)

Decision Rule

The decision rule is to accept the alternate hypothesis if the computed Chi- Square value is greater than tabulated Chi-Square value otherwise accept the null hypothesis.

Result of Testing Hypothesis 3

Since the Pearson Chi- Square computed X^2_c= 265.207 is greater than Chi- Square table value X^2_t =12.59, the null hypothesis is rejected and alternate hypothesis is accepted. Thus, we conclude that ethical principles can be enforced when managers demonstrate integrity, respect employees and treat employees equitably.

Table (7) What Impact does Gender play Concerning Ethics?

S/N		AGREEMENT	DISAGREEMENT	TOTAL
1	Male employees show stronger unethical attitudes than female employees	240 (260)	80 (60)	320
2	Women make greater strides than men in improving their moral awareness and ethical standards.	280 (260)	40 (60)	320
Total		520	120	640

Source: Field Survey, 2012.

H$_4$: Women make greater strides than men in improving their moral awareness and ethical standard

Table (8) Chi-Square Tests Computed from the Frequency Cross Tabulation

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	259.162(a)	6	.000
Likelihood Ratio	334.332	6	.000
Linear-by-Linear Association	33.000	1	.000
N of Valid Cases	639		

Source: SPSS Version 15.00.

Table 8 presents the output of the computed Chi-Square values from the cross tabulation statistics of observed and expected frequencies with the response options of agree and disagree based on the responses of the research subjects from the three public sector organisations in Nigeria. Thus, Pearson Chi-Square computed value (X^2_c= 259.162) is greater than the Chi –Square tabulated value (X^2_t =12.59) with 6 degrees of freedom (df) at 0.05 level of alpha (X^2_c =259.162,p,< .05)

Decision Rule

The decision rule is to accept the alternate hypothesis if the computed Chi- Square value is greater than tabulated Chi-Square value otherwise accept the null hypothesis.

Result of Testing Hypothesis 4

Since the Pearson Chi- Square computed X^2_c= 259.162 is greater than Chi- Square table value X^2_t =12.59, the null hypothesis is rejected and alternate hypothesis is accepted. Thus, we conclude that Women make greater strides than men in improving their moral awareness and ethical standard.

Bateman and Snell, 2009: 168, confirmed that undergraduate male students in business and psychology showed stronger unethical attitudes and a tendency to behave unethically. Also women made greater strides than men in improving their moral awareness and decision-making processes.

Summary and Concluding Remarks

Repeated attempts have been made over the years to combat corrupt practices and unethical violations. A common feature of those is the enactment of codes and establishment of institutional mechanisms to enforce ethical behaviour. Nigeria enacted a code of conduct in 1975 – which was subsequently incorporated into the 1979 and 1989 constitutions – requiring public officials not to allow personal interests to conflict with their official responsibilities; not to engage in secondary pecuniary engagements; not to operate foreign bank accounts; not to ask for gifts; and to declare their assets immediately after taking office, every four years and at the end of their terms of office.

Thus, Nigeria established a public complaints committee in 1975 to investigate complaints against public officials, and also a public accounts committee was set up in 1966 to assist the legislature in overseeing the expenditure of public funds.

However, the incidence of ethical violation has increased despite the fact that a large number of violators have been investigated and/or punished.

These measures failed because they were introduced in an overall political and policy environment that was not sufficiently conducive to enable the success of the measures. When grand corruption is rampant at the top level of government and politics, the nature of governance has basically remained undemocratic, unaccountable and patrimonial, and where patronage systems have remained intact, one can hardly expect to enforce measures against unethical behaviours with any degree of seriousness or that the enforcement systems and institutions will be left to function without interference. Thus, the nature of the state and governance and commitment at the highest political level are crucial prerequisites for any successful drive to curb and punish ethical violations.

The enormity of the task to deal with corrupt practices and to promote ethics and accountability in the public service is not to be underestimated. In spite of set-backs experienced in this regard, it is still possible to score gains in meaningful manner. Central to this is the need for the dedicated and sustained implementation of comprehensive, broad-based and self-reinforcing measures-and not merely partial solutions by the government and the public to deal with the multi-dimensional nature of the problem, within the framework of democratic, responsive, transparent, and accountable governance. A comprehensive agenda to promote ethics and accountability in contemporary public services include the following.

- Fostering and promoting enabling conditions of service to enhance professional and ethical standards.
- Encouraging public service associations to play a catalytic role in institutionalizing professional values and defending occupational interest.
- Promoting a psychology of service in political and public life.
- Creating, strengthening, and upholding the integrity and effectiveness of public institutions of accountability.
- Cutting down on excessive centralization and bureaucratization.
- Enacting, improving, and effectively enforcing legal instruments, codes of conduct and regulations promoting ethics and accountability.
- Establishing coalitions of business associations and civil society to expose and fight corruption.
- Mass education campaigns on the extent and cost of corruption and unethical behaviour.
- The systematic and impartial prosecution of violators
- Fostering popular participation to ensure the responsiveness, accountability, and transparency of governance.
- Advancing and affirming sound policies on recruitment, training and public personnel management.

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