

Effect of Business Ethics on Workers Performance

Dr. Gift Ugwe Roman

Department of Business Management, Poise University, Rwanda

*Corresponding Author: Dr. Gift Ugwe Roman

DOI: <https://doi.org/10.5281/zenodo.18710641>

Article History	Abstract
Original Research Article	<p><i>The study examined the Effect of business ethics on Workers performance, with Dangote Flour Mill, Apapa, Lagos as the case study. The study sought to determine the extent to which Workers' awareness of ethical standards, organizational adherence to ethical conduct, and the prevalence of unethical behavior influence overall Workers performance. A descriptive survey research design was adopted, and data were collected using a structured questionnaire administered to 150 Workers, selected through simple random sampling. Out of these, 120 questionnaires were completed and returned. The study employed frequency tables, percentages, and Chi-square (χ^2) statistics for data analysis. The findings revealed that ethical conduct positively and significantly affects Workers performance. Workers who are aware of organizational ethical standards and operate in an ethically guided environment demonstrate higher productivity, motivation, and commitment. Conversely, unethical behavior was found to negatively affect performance and organizational growth. The study concludes that business ethics are a critical factor in promoting accountability, enhancing Workers performance, and sustaining organizational success. Based on the findings, the study recommends that organizations establish clear ethical standards, enforce ethical policies consistently, provide ethics training for Workers, and recognize or reward compliance with ethical practices. These measures are essential for fostering a culture of integrity and achieving long-term competitive advantages.</i></p> <p>Keywords: Business Ethics, Employee Performance, Ethical Standards, Organizational Conduct, Ethical Awareness, Workplace Productivity, Organizational Commitment, Corporate Accountability, Ethical Climate, Dangote Flour Mills, Apapa, Lagos, Nigeria.</p>
Received: 12-10-2025	
Accepted: 22-10-2025	
Published: 30-10-2025	
<p>Copyright © 2025 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.</p> <p>Citation: Dr. Gift Ugwe Roman. (2025). Effect of business ethics on workers performance. UKR Journal of Economics, Business and Management (UKRJEBM), Volume 1(8), 97-104.</p>	

INTRODUCTION

Ethical ideals are a key part of what makes businesses work well and last over time. Disregarding professional norms, whether in personal behaviour or organisational practice, is not only unwise but also morally unacceptable and hence forbidden according to Islamic jurisprudence. In the last few decades, there has been a clear growth in the creation and implementation of formal ethical standards in businesses. Even while there is more and more talk in businesses about ethical governance, it is still not clear how exactly ethical norms affect how well employees do their jobs (Zadek, 1998). Furthermore, a significant percentage of the current literature has focused on individual-level ethical orientations, with relatively insufficient analysis of their organizational-level ramifications within the Nigerian context. Nonetheless, empirical studies have investigated the correlation between organisational ethical climate and

factors directly linked to work performance and task execution (Victor & Cullen, 1987).

Historically, the incorporation of ethical considerations into employee performance has been a primary focus for management theorists and business practitioners worldwide. There is a lot of agreement that organisations should be open and morally responsible in how they do business, both as a matter of policy and for the sake of their own credibility. Boatright (2008) defines business ethics as based on "ordinary decency," which includes values like honesty, integrity, and fairness in how organisations act. Ethical behaviour is also frequently seen as an important part of corporate social responsibility. This is based on the idea that businesses have responsibilities to society that go beyond just making money (Akinbayo & Adenubi, 2000).

It is frequently maintained that organizations serve their own strategic interests when managerial decision-making incorporates substantive moral considerations. Integrating ethical judgment into executive processes is widely regarded as advantageous, particularly with respect to long-term organizational sustainability and reputational capital (Deshpande, 1996).

Ethical conduct is generally understood to encompass honesty, impartiality, and fairness across interpersonal, professional, and academic interactions. It affirms respect for human dignity, acknowledges diversity, and safeguards the rights of both individuals and collective groups (Deshpande, George, & Joseph, 2000). Accordingly, sustained organizational performance is closely linked to a comprehensive appreciation of ethical standards and their consistent application. A failure to internalize and operationalize ethical principles may erode not only institutional competitiveness but also the broader social environment within which the organization functions.

Because moral considerations are embedded in virtually every managerial determination, the stability and continuity of an organization depend substantially on the integrity and consistency of decisions taken by its leadership. Managers therefore bear a dual responsibility: to promote employee performance aligned with ethical standards and to contribute constructively to societal well-being. This responsibility entails fostering an organizational culture in which ethical values are internalized and collectively upheld for the benefit of all stakeholders (Oladunni, 2000).

In response to increasingly complex ethical challenges, many contemporary organizations have formalized their expectations through the adoption of codes of ethics. As defined by the National Institute of Management, a code of ethics constitutes a structured set of moral principles intended to guide both institutional conduct and employee behavior across internal and external operations. Kantor and Weisberg (2002) observe that, unlike general policy statements, such codes offer concrete direction on recurrent ethical dilemmas that may arise in the course of organizational activities, thereby providing clearer normative guidance for decision-making.

STATEMENT OF PROBLEM

Modern businesses are facing more and more complicated problems because of illegal and immoral behaviour in business dealings. Senior management must also evaluate the organisational ramifications of such behaviour, especially its effects on operational efficiency and institutional integrity. But in many cases, managers do business without thinking about whether their decisions are morally right or how well their people comprehend ethical principles. In certain situations, compliance levels are still

quite low (Oladunni, 2002). Additionally, social apathy regarding the origins of wealth—evident in specific contexts—may diminish incentives for ethical accountability, prompting some operators to scrutinise the practical significance of formal ethical frameworks within organisations.

Organisations in some African countries also work in socio-economic situations that make competition more intense while also making ethical weaknesses more visible. These problems affect a lot of different people, like business owners, workers, and customers. Misconduct happening at different levels of an organization is very worrying. Research shows that employee theft can include using company goods and services without permission or using company resources for personal gain, like making long-distance calls during work hours, which wastes both money and time (Akinbayo, 2000). Falsifying financial instruments and other types of fraud are more serious offences that harm the integrity and financial soundness of a company.

Oladunni (2002) noted that a common view in Nigeria is that workers don't care much about their jobs, which is commonly used to explain why some places aren't as productive as they should be. This interpretation is conceptually consistent with Douglas McGregor's Theory X paradigm, which posits that individuals are innately averse to work and hence necessitate coercive supervision. Historical instances, particularly eras of military rule, are referenced as situations where coercion resulted in increased compliance and performance. These interpretations highlight the necessity of rigorously studying the relationship among managerial philosophy, ethical culture, and employee behaviour in influencing organisational outcomes.

PURPOSE OF THE STUDY

The central aim of this study is to investigate the influence of business ethics on employee performance within organizational settings. In furtherance of this overarching objective, the study seeks to achieve the following specific goals:

- i. To assess the extent to which employees' awareness of established ethical standards in business practice relates to their job performance.
- ii. To determine whether organizational commitment and adherence to ethical principles contribute to sustained institutional growth and development.
- iii. To evaluate the impact of unethical practices on employee performance and overall organizational effectiveness.

RESEARCH METHODOLOGY

Research Design

This study was conducted to critically examine the Effect of business ethics on Workers performance in Dangote Flour Mill, Apapa, Lagos with the view of ascertaining its importance to improving organizational profitability.

A descriptive research design was employed for the purposes of this investigation. This methodological approach was considered appropriate because the nature of the inquiry necessitated systematic and detailed data collection from a defined population through structured engagement. Accordingly, a survey method was utilized to obtain empirical evidence from selected employees of Dangote Flour Mills Plc, Apapa, Lagos. This approach enabled the study to generate context-specific insights into the variables under examination.

Population of Study

The study population comprises of the 8 Management, 30 Senior Staff, 56 Junior staff and 68 contract staff of Dangote Flour Mill Plc, Apapa, Lagos. The entire staff strength of the company in Apapa branch is one hundred and sixty-two (162) workers. Every member of the identified population was afforded the opportunity to participate in the survey, thereby ensuring inclusiveness and facilitating the collection of a broad spectrum of perspectives relevant to the study.

Sampling Procedure and Sample Size

The study employed a simple random sampling technique, implemented through an established sampling frame. This method was selected on the rationale that examining the entire population was impracticable; therefore, a probabilistic approach was necessary to obtain a subset that would adequately reflect the characteristics of the broader population.

Under this procedure, each employee within the Apapa, Lagos office of Dangote Flour Mills Plc was accorded an equal probability of selection, thereby minimizing selection bias and enhancing representativeness. The inclusion process was structured to capture diverse viewpoints across staff categories. In total, one hundred and fifty (150) respondents were selected to participate in the survey.

Data Collection Instrument

The researcher created a systematic questionnaire to collect data for the study. There were two separate parts to the instrument. The first part asked for demographic and background information about the people who answered. The second part had questions that were especially made to look at the main variables being studied, which were how

business ethics affect employee performance at Dangote Flour Mills Plc in Apapa, Lagos.

The questionnaire, which was administered by the respondents, contained twenty (25) items, which sought information from the respondents based on the research questions that were stated earlier. The questionnaire contains only close-ended questions and was as simple as possible so that the respondents could supply the appropriate answer to each question.

Validation of Research Instrument

The evaluation of the impact of business ethics on employee performance at Dangote Flour Mills Plc, Apapa, Lagos, was conducted via the methodical gathering of respondents' opinions on the matter. A structured questionnaire functioned as the principal data gathering tool for this objective. Formal supervision approval was given before the instrument was used in the study to make sure it was appropriate.

To maintain methodological rigour, the instrument underwent recognised validation techniques, specifically face validity, content validity, and construct validity. Face validity was established via a comprehensive assessment by the research supervisor, who assessed each question for clarity, relevance, and suitability for the study objectives. The feedback from this evaluation helped make the instrument better and more accurate. After that, content validity was checked to make sure that the questions on the questionnaire fully covered the conceptual area that was meant to be tested, which made sure that the study variables were covered well.

Method of Data Analysis

The responses from the administered surveys underwent quantitative analysis through frequency distributions and basic percentage calculations to systematically summarise and present the findings.

The research hypotheses developed for the study were subjected to statistical testing using the Chi-Square (χ^2) method. After calculating and comparing the calculated and crucial values, each hypothesis was assessed to decide if it should be accepted or rejected. After that, the results were analysed and spoken about in light of the statistical findings. This made sure that the conclusions were directly backed by the outcomes of the hypothesis testing process.

Dangote Flour Mill Plc Profile

The sugar section of Dangote Industries Limited started Dangote Sugar Refinery Plc about fifteen years ago. The Group first got into the sugar business in 1978 by importing and selling refined white sugar. In March 2000, the business changed from focusing on commerce to actively making things. This led to the opening of its sugar refinery at Apapa Port in Lagos State in 2001.

In January 2006, the sugar division was split off from the main company and turned into Dangote Sugar Refinery Plc as part of a formal plan. This restructure of the company moved all of the sugar division's assets, debts, and operational responsibilities to the new company.

The company's operational architecture includes refining, marketing, and distribution. Its main goal from the start has been to increase domestic sugar production by refining imported raw sugar for both home use and industrial usage.

This will make the country less dependent on imported refined sugar.

The Apapa production facility of the corporation turns raw sugar into white sugar that is enriched with Vitamin A. It sells its finished goods all around the country under its well-known brand name. The refinery is one of just a few places in the world that makes Vitamin A-fortified white sugar that meets the rules set by the National Agency for Food and Drug Administration and Control (NAFDAC).

RESULTS

Table 4.1 Distribution of Questionnaire

	Frequency	Valid Percent	Cumulative Percent
Returned	120	80	80
Unreturned	30	20	100.0
Total	150	100.0	

Source: Field Survey, (2020)

Table 4.1 indicates that out of the total questionnaires distributed, 120 respondents—representing 80% of the sample—completed and returned their instruments, whereas 30 respondents, constituting 20%, did not return theirs. This distribution demonstrates a high response rate, suggesting that a substantial majority of the administered questionnaires were duly completed and retrieved for analysis.

Table 4.2: Presentation of Bio-Data of Respondents

Item	Category	Frequency	Percentage %
Sex	Male	63	52.5
	Female	57	47.5
	Total	120	100
Age	21 – 30 years	48	40
	31 – 40 years	38	31.7
	41 – 50 years	19	15.8
	51 – 60 years	11	9.2
	Above 60 years	4	3.3
	Total	120	100
Marital Status	Single	65	54.2
	Married	55	45.8
	Total	120	100
Qualification	Primary	-	-
	W.A.S.C/Equivalent	4	3.3
	OND	45	37.5
	B.Sc/HND	46	38.3
	MBA/M.Sc	25	20.8
	Total	120	100
	Staff Category	Management	7
Senior		37	30.8
Junior		68	56.7
Contract		8	6.7
Total		120	100

Source: Field Survey, (2020)

As reflected in Table 4.2, 63 respondents (52.5%) were male, whereas 57 respondents (47.5%) were female. This distribution indicates a slightly higher participation rate among male employees compared to their female counterparts.

With respect to age distribution, 48 respondents (40%) fell within the 21–30-year age bracket, while 38 respondents (31.7%) were between 31 and 40 years. Additionally, 19 respondents (15.8%) were aged 41–50 years, 11 respondents (9.2%) were within the 51–59-year category, and 4 respondents (3.3%) were 60 years or older. The data reveal a concentration of participants within the younger age groups, particularly those below 40 years.

Regarding marital status, 65 respondents (54.2%) were single, while 55 respondents (45.8%) were married. This

pattern further supports the observation that a relatively youthful workforce predominates at Dangote Flour Mills Plc, Apapa, Lagos.

The academic qualification of the respondents revealed that 4 (3.3%) respondents of the respondents possessed primary school certificate, 46 (37.5%) respondents possessed OND, 46 (38.3%) respondents possessed both B.Sc and HND qualification, 25 (20.8%) respondents possessed MBA and M.Sc qualification while 3 (3.4%) respondents possessed M.Sc. This indicates that they have well trained staff in the organization.

And the staff category shows that 7 (6.8%) respondents are management staff, 37 (30.8%) respondents are senior staff, and 68 (56.7%) respondents are in the junior staff category while 8 (6.7%) respondents are contract staff.

Table 4.3: Awareness of business ethical conducts on the Workers performance

S/N	Response Variables	SA	A	U	SD	D	TOTAL
1	Good business ethics have positive effect on Workers performance	65 (54.2%)	36 (30%)	4 (3.3%)	8 (6.7%)	7 (5.8%)	120 (100%)
2	Business ethical conduct like being customer friendly will increase organization profitability	69 (57.5%)	30 (25%)	3 (2.5%)	6 (5%)	10 (8.3%)	120 (100%)
3.	Awareness of business ethical conduct will keep the organization in order	70 (58.3%)	42 (35%)	2 (1.7%)	3 (2.5%)	3 (2.5%)	120 (100%)

Source: Field Survey (2020)

Table 6 demonstrates that 65 respondents (54.2%) expressed strong agreement that sound business ethics exert a positive influence on employee performance, while an additional 36 respondents (30%) agreed with the statement. In contrast, 4 respondents (3.3%) were undecided, 8 respondents (6.7%) strongly disagreed, and 7 respondents (5.8%) disagreed. The overall distribution indicates that a substantial majority of participants endorse the view that adherence to ethical standards enhances employee performance.

Similarly, 69 respondents (57.5%) strongly affirmed that ethical business practices—such as maintaining customer-friendly conduct—contribute to increased organizational profitability, with 30 respondents (25%) also indicating agreement. A small proportion, 3 respondents (2.5%),

remained neutral. Conversely, 6 respondents (5%) strongly disagreed, and 10 respondents (2.5%) disagreed with the assertion. These findings suggest a prevailing perception among respondents that customer-oriented ethical behavior positively affects organizational financial outcomes.

Furthermore, 70 respondents (58.3%) strongly agreed, supported by 42 respondents (35%) who agreed, that awareness of business ethical standards helps maintain organizational order and stability. Only 2 respondents (1.7%) were undecided, while 3 respondents (2.5%) strongly disagreed and another 3 respondents (2.5%) disagreed. The data therefore reflect a dominant consensus that awareness and understanding of ethical conduct play a vital role in promoting organizational discipline and coherence.

Table 4.4: Business Adherence Towards Ethical Conducts Will Enhance Organization Growth

S/N	Response Variables	SA	A	U	SD	D	TOTAL
4.	Business adherence towards ethical conducts will increase the customer base of the organization	25 (20.8%)	63 (52.5%)	10 (8.3%)	10 (8.3%)	5 (4.2%)	120 (100%)
5.	Business Adherence towards ethical conducts will keep the organization	62 (51.7%)	30 (25%)	13 (10.8%)	10 (8.3%)	5 (4.2%)	120 (100%)

	in the good book of the public perception						
6.	Business Adherence towards ethical conducts helps the organization to manage its human resources	78 (63.3%)	28 (23.3%)	5 (4.2%)	7 (5.8%)	4 (3.3%)	120 (100%)

Source: Field Survey (2020)

Table 7 indicates that 25 respondents (20.8%) strongly agreed, while 63 respondents (52.5%) agreed that adherence to ethical standards in business operations contributes to an expansion of the organization's customer base. A smaller proportion, 12 respondents (10%), remained neutral. Conversely, 10 respondents (8.3%) strongly disagreed and another 10 respondents (8.3%) disagreed with the statement.

Overall, the distribution of responses demonstrates that a clear majority of participants support the view that sustained commitment to ethical conduct enhances customer patronage and strengthens the organization's market reach.

Again, 62 (51.7%) respondents strongly agreed that Business Adherence towards ethical conducts will keep the organization in the good book of the public perception; 30(25%) respondents supported the opinion while 13

(10.8%) respondents remain undecided; 10(8.3%) respondents' strongly disagreed and 5 (4.2%) respondents disagreed. This indicates that Business Adherence towards ethical conducts will keep the organization in the good book of the public perception.

The data further reveal that 76 respondents (63.3%) expressed strong agreement, while 28 respondents (23.3%) agreed that organizational commitment to ethical standards facilitates effective human resource management. A limited number of respondents, 5 (4.2%), indicated neutrality. In contrast, 7 respondents (5.8%) strongly disagreed and 4 respondents (3.3%) disagreed with the assertion.

Collectively, the findings indicate that a substantial majority of participants perceive adherence to ethical principles as instrumental in strengthening human resource management practices within the organization.

Table 4.5: Effect Of Unethical Conduct on Workers performance

S/N	Response Variables	SA	A	U	SD	D	TOTAL
7.	Unethical Conduct will lead to organization low patronage	35 (29.2%)	57 (47.5%)	10 (8.3%)	9 (7.5%)	9 (7.5%)	120 (100%)
8.	It will reduce the profitability	25 (20.8%)	63 (52.5%)	12 (10%)	10 (8.3%)	10 (8.3%)	120 (100%)
9	Organization may lose their customers to their competitors	69 (57.5%)	30 (25%)	3 (2.5%)	6 (5%)	10 (8.3%)	120 (100%)

Source: Field Survey (2020)

35 (29.2%) respondents strongly agreed and supported by 57 (47.5%) respondents that unethical Conduct will lead to organization low patronage while 10 (8.3%) were undecided; 9(7.5%) respondents strongly disagreed to the stated opinion and another 9 (7.5%) respondents also disagreed. This implies that majority are in support of the afore-stated opinion. This implies that unethical Conduct will lead to organization low patronage.

The findings further indicate that 25 respondents (20.8%) strongly agreed, and 63 respondents (52.5%) agreed, that unethical practices adversely affect organizational profitability. Meanwhile, 12 respondents (10%) remained undecided. In contrast, 10 respondents (8.3%) strongly disagreed and another 10 respondents

(8.3%) disagreed with the assertion. The overall response pattern demonstrates that a clear majority of participants perceive unethical conduct as detrimental to financial performance.

In addition, 69 respondents (57.5%) expressed strong agreement that an organization engaging in unethical behavior risks losing customers to competing firms, while 30 respondents (25%) also agreed with this position. A small proportion, 3 respondents (2.5%), were neutral. Conversely, 6 respondents (5%) strongly disagreed and 10 respondents (2.5%) disagreed. These results underscore a prevailing view among respondents that unethical organizational practices may lead to customer attrition and weakened competitive standing.

Testing of Hypotheses

Hypothesis 1

H₀: Business ethics does not have significant effect on Workers performance.

H₁: Business ethics have significant effect on Workers performance.

$$\chi^2 = \sum \frac{(f_o - f_e)^2}{f_e}$$

Table 4.5: Computation of χ^2 of Hypothesis One

	O	E	O - E	O - E ²	O - E ² E
SA	70	24	46	2116	88.2
A	29	24	5	25	1.04
U	8	24	-16	256	10.7
SD	7	24	-17	289	12.04
D	7	24	-17	289	12.04
Total	120	120			124.02

$$Df = (R-1)(C-1) = (4-1)(5-1) = 3 \times 4 = 12$$

Table 4.5b: Summary of Chi-Square Analysis of Hypothesis One

X ² cal	X ² crit	Sig. Level	Df	Decision
124.02	21.0	0.05	12	Reject H ₀ Accept H ₁

The Chi-Square (χ^2) test conducted for Hypothesis One yielded a calculated value of 124.02, which exceeded the critical table value of 21.0 at the 0.05 level of significance with 12 degrees of freedom. Given that the computed statistic was substantially greater than the critical threshold, the null hypothesis—stating that business ethics has no significant effect on employee performance—was rejected. Consequently, the alternative hypothesis was upheld.

This statistical outcome provides empirical evidence that business ethics exerts a significant influence on employee performance within the context of the study.

CONCLUSION

The study concludes that business ethics exert a positive and statistically significant influence on employee performance. Accordingly, sustained attention to ethical standards and practices constitutes a strategic resource that contributes meaningfully to organizational success.

The findings further indicate that a strong alignment between employees' ethical conduct and their job performance is essential for attaining and sustaining competitive advantage. Ethical consistency within the workforce not only enhances operational effectiveness but also strengthens the organization's long-term strategic positioning.

RECOMMENDATIONS

- The business organization should develop ethical standards that will guide activities of the workers. An integral first step is to formalize the expectations and make it clear about which behaviors are and are not acceptable.
- The organization must ensure Leaders exhibit proper behaviour in the working place so that nobody will be above board.
- The business organization should be diligent about enforcing ethical policies that will enhance the performance of the organization.
- The organization should appreciate workers that obey the ethical policy of the organization

REFERENCES

1. Akinbayo, A. and Adenubi (2000). "Professional Codes of Ethics and Management Excellence" Nigerian Institute of Management; Volume 40, Number 5 and 6.
2. Aluko M, Obadamosi G, Odugbesan O and Osuagwu L (1998). Business Policy and Strategy, Lagos, Pumarck Nigeria Limited.

3. Asika N. (1991). *Research Methodology in the Behavioural Sciences*: Lagos, Longman Nigeria Plc 194p.
4. Ayodeji A. T. (2006). *Managing Ethical Problems in Nigerian Business Organizations: A term paper submitted to the PG College of Obafemi Awolowo University, Ile Ife*.
5. Boatright, J. R. (2008). *Ethics and the Conduct of Business* (6th ed.). Prentice Hall.
6. Cohen, J., & Cohen, P. (1983). *Regression analysis; Correlation (Statistics); Behavioral Sciences* (2nd ed.). L. Erlbaum Associates.
7. Deshpande, S. (1996). Ethical climate and the link between success and ethical behavior: An empirical investigation of a non-profit organization. *Journal of Business Ethics*, 15(3), 315-320.
8. Deshpande, S. P., George, E., & Joseph, J. (2000). Ethical climates and managerial success in Russian organizations. *Journal of Business Ethics*, 23(2), 211-217.
9. Kantor, J., & Weisberg, J. (2002). Ethical Attitudes and Ethical Behavior: Are Managers Role Models? *International Journal of Manpower*, 23 (8), 687-703.
10. McDonald, G., & Nijhof, A. (1999). Beyond Codes of Ethics: An Integrated Framework for Stimulating Morally Responsible Behavior in Organizations. *Leadership & Organizational Development Journal*, 20, 133-146.
11. Oladunni S. A. (2002) *Ethics in Business as a Leverage for National Development*
12. Osuala E. C. (2001). *Introduction to Research Methodology*, Onitsha, African-FEP Publishers Limited 307p
13. Osuala, E.G. (2001). *Introduction to Research Methodology*, 3rd Edition, Africana-Fep Publishers Limited, Lagos, Nigeria.
14. Shaw, W. H., & Barry, V. (2009). Moral Issues in Business. 8. Sims, R. L., & Kroeck. (1994). The influence of ethical fit on Workers satisfaction, commitment and turnover. *Journal of Business Ethics*, 13(12), 939-947.
15. Solomon, R. C. (1984). *The Passions: The Myth and Nature of Human Emotions*. Oxford University Press.
16. Tyler, T. R., & Blader, S. L. (2005). Can businesses effectively regulate Workers conduct? The antecedents of rule following in work setting. *Academy of Management Journal*, 48(6), 1143-1158.
17. Victor, B., & Cullen, J. B. (1987). A theory and Measure of Ethical Climate in Organizations. In W. Frederick, In *research in Corporate Social Performance and Policy* (pp. 51-71).
18. Victor, B., & Cullen, J. B. (1988). The Organizational Basis of Ethical Work Climate. *Administrative Science Quarterly*, 33, pp. 101-125.
19. Victor, B., & Cullen, J. B. (1990). A Theory and Measure of Ethical Climate in Organizations, In W. C. *Business Ethics: Research Issues and Emprirical Studies*, pp. 77-97.
20. Wu, X. (1999). Business Ethical Perceptions of Business People in east China. *Business Ethics Quarterly*, 9(3), pp. 541-558.
21. Zadek, S. (1998). Balancing performance, ethics, and accountability. *Journal of Business Ethics*, 17(13), 1421-1442.