

Effect of Work Ethics on the Performance of Non-Teaching Staff at Joseph Sarwuan Tarka University, Makurdi, Nigeria

Zayum, Solomon Sumumma, PhD

Department of Public Administration, Federal University Wukari
Taraba State, Nigeria
Email: zayumss@gmail.com

Ijir, Clement T., PhD

Department of Business Administration, Joseph Sarwuan Tarka University,
P.M.B 2373, Makurdi,
Benue State, Nigeria
clementfounders@gmail.com

ABSTRACT

The study examined the effect of work ethics on the performance of non-teaching staff at Joseph Sarwuan Tarka University, Makurdi. Two objectives and two research questions guided the study. Two hypotheses were formulated and tested by the study. The study used a descriptive survey research design. The population of the study consists of 2242 non-teaching staff of the organisation. The sample size of the study was 340; this was determined using the Taro Yamane formula. The sample size was allocated to the population using the Multistage sampling technique. The study used a questionnaire as the instrument of data collection. The questionnaire was subjected to face and content validity. Cronbach alpha method was used to establish the internal consistency of the questionnaire items which yielded a reliability coefficient of 0.90. Data collected for the study were analyzed using descriptive statistics of mean and standard deviation to answer the research questions while Chi-square statistics was used to test the hypotheses at a 0.05 level of significance. The study after data analysis and testing the hypotheses found that work ethics affect employee performance to a very high extent, and work ethics has a positive significant effect on the performance of non-teaching staff at Joseph Sarwuan Tarka University, Makurdi. The study concluded that a solid and reliable work ethic increases the performance of non-teaching staff at Joseph Sarwuan Tarka University Makurdi. The study recommended among others that the management of Joseph Sarwuan Tarka University Makurdi should put a reliable and strong mechanism of work ethics for timeliness of work produced by an employee that would guarantee maximum performance.

Keywords: Employee, Ethics, Organization, Performance, Staff, Work

INTRODUCTION

Employee performance is a central issue in present-day organizations and the role played by work ethics in achieving the desired levels of employee performance cannot be underestimated. Work ethics are moral principles, standards of behaviour, or a set of values regarding proper conduct in the organization. It entails the character of employees working together in the corridor that is complementary and fosters fair dynamics within the organization such as accommodating, sensitive, responsive, and proactive (Achmad Faisal, Basri, Ahmad & Syamsu, 2017)). The work ethics of employees are normative rules that contain a system of values and moral principles as a guideline for employees in performing job duties within the organization (Nurudeen, Abigail & Rahman, 2021).

Thus, an employee's ethical behaviour ensures work is completed with integrity and honesty, and ethical employees adhere to policies and rules while working to meet the aims of the organization. A good work ethic in an organization will provide direction and guidance in various areas to build united, harmonious, and ethical employees (Shahrul, Mohd Nur, Siti & Siti, 2016). Employees with a good work ethic are usually very productive people who work at a faster pace and produce high-quality work promptly. They produce high-quality work and

accomplish work more quickly than those who lack work ethics. However, there is a perceived decline in work ethics (Tolbize, 2008), and evidence of this is well established in the integrity violations by many employees in our public-sector organizations. The issues of fraud, theft, corruption, manipulation of information, misconduct, and the like are well-reported now (Huberts, Kaptein & Lasthuizen, 2007).

Employee performance refers to the ability of organizational members to meet organizational tasks, requirements, and objectives through strategic investment into organizing, executing, and accomplishing roles and duties in the minimum time possible (Adair, 2005). It could simply be understood as the related activities expected of the workers and how well those activities were executed in terms of quality, quantity, and timeliness (Zayum, 2018). Miner (1988) cited in (Achmad Faisal *et al.*, 2017) employee performance can be measured; Firstly, by the quality of work by looking at the error rate, the extent of damage, and the accuracy of work; Secondly, by the quantity, the number of jobs generated; Thirdly, the use of time in the work indicated by absenteeism, tardiness, effective work time/working hours lost; Fourthly, cooperation with others in the works.

The Joseph Sarwuan Tarka University Makurdi (Formerly Federal University of Agriculture, Makurdi) was established in 1980 and saddled with the mandate of teaching and research in the fields of agriculture, engineering, science, and technology.

However, to maintain employee performance in terms of the high quality of work produced and timeliness of work produced in the organization, employees of an organization have to exhibit a high level of good ethical behaviour in the workplace. The extent to which work ethics has affected the performance of non-teaching staff of the organization is, therefore, the focus of the study.

Statement of Problem

Within the last two decades or so there has been an outpouring of written works on the subject of work ethics, particularly the work ethics of those in public sector organizations. The performance of any organization is affected by the work ethics that exist in its employees. Having a good work ethic causes employees to make physical, mental, and emotional efforts in their work to fulfil and even exceed expectations. Robson (2011) states that a code of work ethics is part of the University's accountability framework that guides a range of issues. The agreement to abide by the code is a necessary component of the University's contract of employment with its employees. This is aimed at promoting a culture of fair and ethical behaviour and encourages the reporting of corrupt practices, breaches of the law, and matters harmful to the University or its reputation. Employees with strong work ethics would refrain from absenteeism, unwarranted breaks, stealing of organization property, converting office equipment for personal use, gossiping, lying, or cheating to make others look bad in the hopes of making themselves appear smarter. Instead, they take responsibility for mistakes, own up to failures, and keep the lines of communication open with everyone involved.

However, in Joseph Sarwuan Tarka University Makurdi, despite attempts by the University management to ensure ethical standards, value, and improve attitudes for better performance of the employees, the employees appear to lack honesty, integrity, impartiality/fairness, openness, respect for others, reliability, and dependability, take initiatives, dedication, accountability, legality, professionalism, misuse of power for personal benefits, manipulation/withholding of information, nepotism, humility, etc. which are essential ingredients of good ethical behaviour at the workplace. It is against, this background, that this study seeks to examine the effect of work ethics on the performance of non-teaching staff at Joseph Sarwuan Tarka University Makurdi, Nigeria.

Objective of the Study

The main objective of the study is to examine the effect of work ethics on the performance of non-teaching staff at Joseph Sarwuan Tarka University Makurdi, Nigeria. While the specific objectives are to:

- i. ascertain the effect of work ethics on the timeliness of work produced by non-teaching staff at Joseph Sarwuan Tarka University Makurdi, Nigeria; and
- ii. determine the effect of work ethics on the quality of work produced by non-teaching staff at Joseph Sarwuan Tarka University Makurdi, Nigeria.

Research Questions

The relevant research questions that were raised and answered by the study are as follows:

- i. To what extent does work ethics affect the timeliness of work produced by non-teaching staff at Joseph Sarwuan Tarka University Makurdi, Nigeria?
- ii. To what extent does work ethics affect the quality of work produced by non-teaching staff at Joseph Sarwuan Tarka University Makurdi, Nigeria?

Hypotheses of the Study

The following hypotheses were formulated and tested by the study.

- i. Work ethics have no significant effect on the timeliness of work produced by non-teaching staff at Joseph Sarwuan Tarka University Makurdi, Nigeria, and
- ii. Work ethics have no significant effect on the quality of work produced by non-teaching staff at Joseph Sarwuan Tarka University Makurdi, Nigeria.

CONCEPTUAL REVIEW

Work ethics

Work ethics as noted by Cascio (2013) is the accepted standard in terms of the personal and social welfare of employees, their work attitudes, self-discipline, and commitment to their assignments. Velasquez (2002) observes that work ethics is the principle of conduct governing an individual or a group in the workplace, which makes them conform to the ethical standards thus influencing organizational output level and the resultant profitability level. Ethics is often associated with the words right and good, along with their opposites wrong and bad. For instance, we might speak of a particular action as being 'right' or 'wrong', meaning that it is an ethically correct or an ethically incorrect thing to do. Work ethics are moral principles that explain what is right or wrong, good or bad, and what is appropriate or inappropriate in an organizational setting (Treviño, Hartman, & Brown, 2000).

Brauchle and Azam (2004) viewed work ethics as a commitment to the value and importance of hard work among potential employees and it is related to a positive work attitude having moral values and norms. Workplace ethics can be described as a set of values that include the right attitude, correct behaviour, respect for others, and effective communication in the workplace (Boella, 2001). Honesty, integrity, impartiality/fairness, openness, respect for others, reliability and dependability, taking initiative, dedication, accountability, legality, professionalism, and humility are the essential principles of good ethical behaviour in the workplace. Therefore, work ethics is a set of standards of behaviour and beliefs regarding what is and isn't acceptable to do at work. It can be strong (good) or poor (bad), depending on the personal views of employees, their motivation, and overall organizational culture.

Employee performance

Employee performance refers to the ability of organizational members to meet organizational tasks, requirements, and objectives through strategic investment into organizing, executing, and accomplishing roles and duties in the minimum time possible (Adair, 2005). It could simply be understood as the related activities expected of a worker and how well those activities were

executed in terms of quality, quantity, and timelines (Zayum, 2018). The indices of employee performance in an organization may include, the quantity of output, quality of output, timeliness of output, presence at work, and cooperativeness with others. Bond and Fox (2007) also highlight the indices of employee performance in an organization as follows: the quantity of work, timeliness of work, quality of work i.e the quality of work produced in terms of standards, use of resources/efficiency, self-reliance, productive work habits, alignment and compliance with organizational objectives. Afshan *et al.*, (2012) define employee performance as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost, and speed. Therefore, employee performance can be defined as how an employee fulfils their job duties and executes their required tasks in terms of effectiveness, quality, quantity, timeliness, and efficiency of output per the responsibilities given to him/her.

Timeliness of work produced

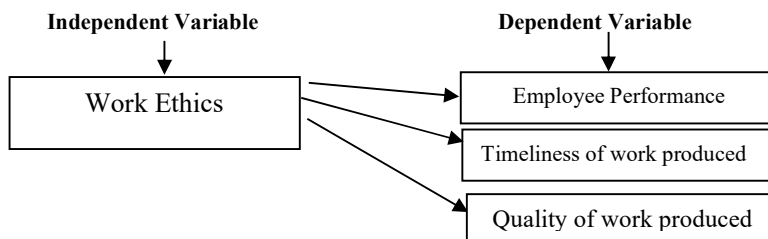
Timeliness refers to the actual time of work produced by an employee, which is how fast, when, or what date the employee or work unit produces the work (Thomas, 2018). It is the extent to which an employee completes work within given or reasonable time limits. Thus, it involves timeliness in executing assigned and agreed tasks by the employee without sacrificing accuracy, quality, or service recipient satisfaction (Fadia, 2008). Timeliness is a limited period during which an action, process, or condition exists or takes place (Osawe, 2017). Therefore, the timeliness of work produced can be viewed as the aggregate of time spent on the performance of the assigned job by the employee directly and the time spent on productive activity, which enables, facilitates, or enhances effective performance.

Quality of work produced

Producing high-quality work by employees is an important pursuit for organizations that seek to create and provide value to their customers (Grönroos & Ravald, 2011). Through the provision of high levels of quality work, organizations can achieve increased customer satisfaction, loyalty, and therefore long-term profitability (Zeithaml & Bitner, 2000). Quality of work produced refers to the accuracy, neatness, thoroughness, and compliance with specifications by the employee according to departmental expectations and the requirements of the position. Quality of work produced is a measure of the extent to which a delivered service meets the customer’s expectations. It is determined by the customer’s perception and not by the perceptions of the providers of the service (Grönroos, 1984).

It also entails an overall judgment of a work produced and the outcome of the comparison between customers’ perceptions and expectations (Dadfar & Bregre, 2012). Agrawal and Wadhwa (2007) propose a multi-dimensional scale for measuring the quality of work produced by an employee which includes the accuracy and reliability of information, friendly and courteous interaction by employees, integration of services, enhanced accessibility, active service recovery, and assurance of services. Therefore, the quality of work produced can be viewed as the ability of an employee to provide work-related activities efficiently and effectively through the provision of reliable, tangible, empathetic, and responsive work that meets the customers’ needs and expectations.

Figure 1: Conceptual Framework



The conceptual framework indicates that work ethics is the independent variable that influences employee performance. Employee performance that is timeliness of work produced and the quality of work produced were the mediating variables of the study that were influenced by the independent variable.

THEORETICAL FRAMEWORK

The study adopted the Deontology theory of ethics by Kant (1964). The basic tenet of deontology theory is the relationship between duty and the morality of human actions. An action is right if it is per a moral duty, principle, or rule guiding the activities of the organization. Kant argued that the only absolutely good thing is goodwill, and so the single determining factor of whether an action is morally right is the will or motive of the person doing it. The theory evaluates the rightness or wrongness of behaviour by comparing the behaviour to a predetermined set of norms (Hunt & Vitell, 1986). As it applies to the organization, these norms include both the individual's rules of behaviour and the organization's rules (codes of conduct) (Granitz & Loewy, 2007). The general norms from the deontologist perspective would be not stealing organization property, converting office equipment for personal use, gossiping, lying or cheating to make others look bad, treating others as you would like to be treated, as well as honesty, fair treatment, and many others (Hunt & Hansen, 2007; Hunt & Vitell, 1986; Rallapalli *et al.*, 1998).

The relevance and applicability of the Deontology theory of ethics to the study lie in its contributions to the idea of employees' good ethical behaviour in the workplace. The theory explains how the organization can enhance employee performance through work ethics. The theory is therefore, appropriate for the study because it aims at achieving effective employee performance through the application of the principles of work ethics at Joseph Sarwuan Tarka University Makurdi.

EMPIRICAL REVIEW

Umar and Sha'awa (2020) studied the effect of organizational ethics on employee performance in the Airline Industry from a Nigerian Perspective. The study found that variables of organizational ethics have a positive effect on employee performance in the Airline industry. David (2021) studied work ethics and employee performance in government-owned entities: A case of Uganda civil aviation authority Entebbe International Airport. The study established a significant moderate positive relationship between integrity and employee performance, a significant moderate positive relationship between employee commitment and performance; and a significant weak positive relationship between the work attitude and employee performance at UCAA.

Ombiro (2016) studied the effect of work ethics on quality-of-service delivery in Universities in Nakuru County, Kenya. The study established that work ethics has a strong positive effect on the quality of service delivery. Mohammad (2020) studied the effect of work ethics on job performance in International SMEs in Al-Hassan Industrial Estate. The results show that work ethics variables ((integrity, responsibility, equality, and self-discipline) improved employee job performance in SMEs in Al-Hassan Industrial Estate. Mercy (2021) studied the effect of work ethics practices on the performance of health workers: A case of Coast General Teaching and Referral Hospital. The study found that accountability, teamwork, employee commitment, and interpersonal relationships greatly influence employee performance at Coast General Teaching and Referral Hospital.

METHODOLOGY

The study adopted a descriptive survey research design. The population of the study was 2242 employees which comprised 1436 senior staff and 806 junior staff of the Joseph Sarwuan Tarka University, Makurdi. The sample size for the study was 340; this was determined using the Taro Yamane (1967) formula. The instrument used for data collection was a structured questionnaire titled: Effect of Work Ethics on Performance Questionnaire (EWEPQ) developed by the

researchers from the literature reviewed. The responses to each item in the questionnaire were based on a 4-point rating scale of very high extent, high extent, low extent, and very low extent with a corresponding nominal value of 4,3,2, and 1 respectively. The instrument was subjected to face and content validity. Cronbach Alpha method was used to establish the internal consistency of the EWEPQ items which yielded a reliability coefficient of 0.80 indicating that the instrument is highly consistent and hence reliable for the study. The instrument was administered to the respondents by the researchers. A total of 340 copies of the questionnaires were administered by the researchers and only 312 copies of the questionnaires were retrieved from the respondents and used for the data analysis. Data collected for the study were analyzed using a descriptive statistic of the mean (real limits of numbers) and standard deviation, while the Chi-square statistics was used to test the stated hypotheses at a 0.05 level of significance.

In answering the research questions, the real limits of numbers were used for decision-making as follows; 3.50 - 4.00 = very high extent; 2.50 – 3.49 = high extent; 1.50 – 2.49 = low extent; 1.00 – 1.49 = very low extent.

The decision rule for rejection of the stated hypotheses was based on the Chi-square calculated value ($\chi^2\alpha$) and the critical value. A hypothesis of no significant effect was rejected for any cluster of items whose $\chi^2\alpha$ was less than the critical value at 0.05 and with the specified degree of freedom. In comparison, it was not rejected for any cluster of items whose $\chi^2\alpha$ is greater than the critical value at 0.05 and with the specified degree of freedom.

RESULT AND DISCUSSION

The data obtained during the field survey at Joseph Sarwuan Tarka University Makurdi, Nigeria were presented and analyzed in this part of the paper using a descriptive statistic of the mean (real limits of numbers) and standard deviation.

Table 1: Mean Rating and Standard Deviation of Respondents on the extent to which Work Ethics Affect Timeliness of Work Produce of Non-Teaching Staff at Joseph Sarwuan Tarka University Makurdi, Nigeria.

S/N	Variables	N	Minimum	Maximum	Mean	Std. Deviation	Remark
1.	Being honest and doing the right thing at all times affect the timeliness of work produced by employees positively	312	2.00	4.00	3.79	.813	Very high extent
2.	The integrity of an employee affects his/her timeliness of work produced	312	1.00	4.00	3.78	.653	Very high extent
3.	Impartiality/fairness of an employee affects his/her timeliness of work produced	312	2.00	4.00	3.39	.543	High extent
4.	Openness of an employee affects his/her timeliness of work produced	312	2.00	4.00	3.64	.651	Very high extent
5.	Respect for others of an employee affects his/her timeliness of work produced	312	2.00	4.00	3.62	.719	Very high extent
6.	The reliability and dependability of an employee affect his/her timeliness of work produced	312	2.00	4.00	3.72	.714	Very high extent
7.	Initiative of an employee affects his/her timeliness of work produced	312	2.00	4.00	3.69	.621	Very high extent
8.	Dedication of an employee affects his/her timeliness of work produced	312	1.00	4.00	3.60	.642	Very high extent
9.	Accountability of an employee affects his/her timeliness of work produced	312	2.00	4.00	3.63	.657	Very high extent
10.	Humility of an employee affects his/her timeliness of work produced	312	2.00	4.00	3.59	.715	Very high extent

Source: Field survey data, 2022.

Data presented in Table 1 revealed that all the 12 items had their mean values ranging from 2.58 to 3.75 which were real limits of 3.50 to 4.00. This shows that work ethics affect the timeliness of work produced by Non-Teaching Staff at Joseph Sarwuan Tarka University Makurdi to a very high extent. The Table further showed that the standard deviation of the items ranged from .54 to .81, indicating that the respondents were not too far from the mean and the opinion of one another in their responses on the extent to which work ethics affect the timeliness of work produced.

Table 2: Mean Rating and Standard Deviation of Respondents on the extent to which Work Ethics Affect Quality of Work Produce of Non-Teaching Staff at Joseph Sarwuan Tarka University Makurdi, Nigeria

S/N	Variables	N	Minimum	Maximum	Mean	Std. Deviation	Remark
11.	Being honest and doing the right thing at all times affect the quality of work produced by an employee	312	2.00	4.00	3.83	.714	Very high extent
12.	The integrity of an employee affects his/her quality of work produced	312	2.00	4.00	3.68	.621	Very high extent
13.	Impartiality/fairness of an employee affects his/her quality of work produced	312	2.00	4.00	3.54	.642	Very high extent
14.	Openness of an employee affects his/her quality of work produced	312	1.00	4.00	3.79	.657	Very high extent
15.	Respect for others of an employee affects his/her quality of work produced	312	1.00	4.00	3.47	.715	High extent
16.	The reliability and dependability of an employee affect his/her quality of work produced	312	2.00	4.00	3.83	.714	Very high extent
17.	Initiatives of an employee affect his/her quality of work produced	312	1.00	4.00	3.68	.621	Very high extent
18.	Dedication of an employee affects his/her quality of work produced	312	2.00	4.00	3.54	.642	Very high extent
19.	Accountability of an employee affects his/her quality of work produced	312	2.00	4.00	3.79	.657	Very high extent
20.	The legality of an employee affects his/her quality of work produced	312	1.00	4.00	3.57	.715	Very high extent

Source: Field survey data, 2022.

Data presented in Table 2 revealed that all the 10 items had their mean values ranging from 2.58 to 3.75 which were real limits of 3.50 to 4.00. This shows that work ethics affect the quality of work produced by Non-Teaching Staff at Joseph Sarwuan Tarka University Makurdi to a very high extent. The table further showed that the standard deviation of the items ranged from .54 to .81, indicating that the respondents were not too far from the mean and the opinion of one another in their responses on the extent to which work ethics affect the quality of work produce of Non-Teaching Staff at Joseph Sarwuan Tarka University Makurdi.

Testing of Hypotheses

The study used Chi-square to test the stated hypotheses at a 0.05 level of significance.

Hypothesis 1

Work ethics has no significant effect on the timeliness of work produced by non-teaching staff at Joseph Sarwuan Tarka University Makurdi, Nigeria.

To test hypothesis 1 above, the mean ratings of respondents were analyzed using a Chi-square statistics tool and presented in Table 3.

Table 3: Chi-Square Test of the Effect of Work Ethics on Timeliness of Work Produce of Non-Teaching Staff at Joseph Sarwuan Tarka University Makurdi, Nigeria

	Df	χ^2	$\chi^2\alpha$	Sig.	Alpha Level	Remark
Pearson Chi-square	12	21.03	831.148	.000	.05	S, R
Number of Valid Cases		312				

Df = degree of freedom, χ^2 = critical value, $\chi^2\alpha$ = chi-square calculated, Sig. = P-value; P < .05, S= Significant, R= rejected.

Table 3 shows a chi-square calculated value of 831.148 which is greater than the critical value of 21.03 at a .05 level of significance and with 12 degrees of freedom (i.e. $\chi^2\alpha = 831.148 > 21.03$). This indicates that work ethics have a significant effect on the timeliness of work produced by non-teaching staff at Joseph Sarwuan Tarka University Makurdi during the period under review. Therefore, the hypothesis states that work ethics has no significant effect on the timeliness of work produced by non-teaching staff at Joseph Sarwuan Tarka University Makurdi was rejected.

Hypotheses 2

Work ethics has no significant effect on the quality of work produced by non-teaching staff at Joseph Sarwuan Tarka University Makurdi, Nigeria.

To test hypothesis 2 above, the mean ratings of respondents were analyzed using the chi-square statistics tool and presented in Table 4.

Table 4: Chi-Square Test of the Effect of Work Ethics on Quality of Work Produced by Non-Teaching Staff at Joseph Sarwuan Tarka University Makurdi, Nigeria

	Df	χ^2	$\chi^2\alpha$	Sig.	Alpha Level	Remark
Pearson Chi-square	12	21.03	732.763	.000	.05	S, R
Number of Valid Cases		312				

Df = degree of freedom, χ^2 = critical value, $\chi^2\alpha$ = chi-square calculated, Sig. = P-value; P < .05, S= Significant, R= rejected

Table 4 shows a chi-square calculated value of 832.763 which is greater than the critical value of 21.03 at a .05 level of significance and with 12 degrees of freedom (i.e. $\chi^2\alpha = 732.763 > 21.03$). This indicates that work ethics have a significant effect on the quality of work produced by non-teaching staff at Joseph Sarwuan Tarka University Makurdi during the period under review. Therefore, the hypothesis which states that work ethics has no significant effect on the quality of work produced of non-teaching staff at Joseph Sarwuan Tarka University Makurdi was rejected.

DISCUSSION OF THE FINDINGS

The findings of the study were discussed as follows:

The findings from research question 1 in Table 1 revealed that 10 variables of work ethics affect the performance of non-teaching staff at Joseph Sarwuan Tarka University Makurdi to a very high extent. The findings from research question 1 in Table 1 were further supported by findings from hypothesis 1 in Table 3 which revealed that work ethics have a positive significant effect on the timeliness of work produced by non-teaching staff at Joseph Sarwuan Tarka University Makurdi (i.e. $\chi^2\alpha = 831.148 > 21.03$). The findings of the study agreed with the view of Adewale, James, Hezekiah, and Akinrole (2015) that work ethic when it is strong, promotes excellent performance of the job but if otherwise, weak, poor performance results whether short or long run.

The findings from research question 2 in Table 2 revealed that 10 variables of work ethics affect the performance of non-teaching staff at Joseph Sarwuan Tarka University Makurdi to a very high extent. The findings from research question 2 in Table 2 were further supported by funding from hypothesis 2 in Table 4 which revealed that work ethics have a positive significant effect on the quality of work produced by non-teaching staff at Joseph Sarwuan Tarka University Makurdi (i.e. $\chi^2_{2\alpha} = 732.763 > 21.03$). The findings of the study were in agreement with Ombiro (2016) who found that work ethics have a positive effect on quality-of-service delivery. The findings of the study agreed with the view of Besterfield and Sacre (2003) that quality is dependent on ethical behaviour, whereby quality and work ethics have a common care basis which is to do the right things right. It is a demonstrated way to reduce costs, improve competitiveness, and create customer satisfaction. The findings of the study also agreed with the view of Adewale, James, Hezekiah, and Akinrole (2015) that work ethic when it is strong, promotes excellent performance of the job but if otherwise, is weak, poor performance results whether in the short or long run. Good work ethic proved capable of improving the performance of the individual (I Wayan Marsalia Indica, 2011; Ridwan, 2013; Syahrul Nizam *et al.*, 2016).

CONCLUSION

Work ethics are a very important issue that is facing both the public and private sector organizations and as such every employee must act ethically and have high moral principles. The study examines the effect of work ethics on the performance of non-teaching staff at Joseph Sarwuan Tarka University Makurdi. The findings of the study revealed that the variables of work ethics have a positive significant effect on the performance of non-teaching staff at Joseph Sarwuan Tarka University Makurdi. Based on the findings above, the study concluded that a solid and reliable work ethic increases the performance of non-teaching staff at Joseph Sarwuan Tarka University Makurdi.

RECOMMENDATIONS

Based on the findings of this study, the following recommendations were made:

1. The management of Joseph Sarwuan Tarka University Makurdi should put a reliable and strong mechanism of work ethics for timeliness of work produced by an employee that would guarantee maximum performance.
2. To achieve a high quality of work, produced by employees, the management of Joseph Sarwuan Tarka University Makurdi should lay more emphasis on the implementation of ethical policies.

REFERENCES

- Adair, J. (2005). *Not Bosses but Leaders: How to Lead the Way to Success* (3rd ed.). London: Kogan Page.
- Adewale, O.O., James, O.A., Hezekiah, O.F., & Akinrole, O.O. (2015). Work Ethics and Employees' Job Performance. *Journal of Leadership, Accountability and Ethics*, 12(1), 107-117.
- Afshan, S., Sobia, I., Kamran, A., & Nasir, M. 2012. Impact of training on employee performance: a study of telecommunication sector in Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 4(6), 48-63.
- Achmad Faisal, A. S., Basri, M. H., Ahmad, G., & Syamsu, N. (2017). The effect of organizational culture and work ethics on job satisfaction and employee performance. *International Journal of Engineering and Science (IJES)*, 6(12), 28-36.
- Agrawal, A., & Wadhwa, V. (2007). *EGOSQ-users' assessment of e-governance online services: A quality measurement instrumentation*. Foundations of E-Government.
- Boella, M.J. (2001). *Human resource management in the hospitality industry*. London: Hutchinson Education.

- Besterfield, D. H., Besterfield- Michna, C., Besterfield, G. H., & Besterfield-Sacre, M. (2003). *Total quality management (3rd ed.)*. New Jersey: Prentice Hall
- Brauchle, P. E., & Azam, M.S. (2004). Relationship between Selected Demographic Variables and Employee Work Ethics as Perceived by Supervisors. *Journal of Industrial Teacher Education*, 41(1), 381-392.
- Bond, T., & Fox, C. (2007). *Applying the Rash Model: Fundamental Measurement in Human Sciences*. New Jersey: Lawrence Album Associate Publishers.
- Cascio, W. F. (2013). *Managing Human Resources, Productivity, Quality of Work Life, Profits*. New York. Me Grand-Hill International Edition Inc.
- Dadfar, H., & Brege, S. (2012). Differentiation by improving the quality of services at the last touchpoint: The case of Tehran pharmacies. *International Journal of Quality and Service Sciences*, 4 (4), 45-363.
- David, J. (2021). Organizational Ethics and Employee Performance. *Journal of Social Psychology*, 8(4), 216-230.
- Fadia, F. (2008). *Service marketing*. New York: Harper Collins College Publishers.
- Grönroos, C., & Ravald, A. (2011). Service as business logic: Implications for value creation and marketing. *Journal of Service Management*, 22(1), 5-22.
- Grönroos, C. (1984). A service quality model and its marketing implications. *European Journal of Marketing*, 18(4), 36-44.
- Granitz, N., & Loewy, D. (2007). Applying ethical theories: Interpreting and responding to student plagiarism. *Journal of Business Ethics*, 7(2), 293-306.
- Hunt, S. D., & Hansen, J. M. (2007). I understand ethical diversity in organizations. *Organizational Dynamics*, 36, 202-216.
- Hunt, S. D., & Vitell, S. (1986). A general theory of marketing ethics. *Journal of Macromarketing*, 5-16.
- Huberts, L. W. J. C., Kaptein, M., & Lasthuizen, K. M. (2007). A study of the impact of three leadership styles on integrity violations committed by police officers. *Policing: The International Journal of Police Strategies and Management*, 30(4), 586 – 607.
- Kant, I. (1964). *Groundwork of the Metaphysic of Morals*. Harper and Row Publishers, Inc.
- Mohammad, T.B. (2020). The Effect of Work Ethics on Job Performance in International SMEs in Al-Hassan Industrial Estate. *International Review of Management and Marketing*, 10(5), 154-158.
- Mercy, M.B. (2021). Effect of work ethics practices on performance of health workers: A case of coast general teaching and referral hospital. A thesis submitted in partial fulfillment of the degree of Master of Science in Health Systems Management of Kenya Methodist University.
- Nurudeen, B. A., Abigael, J. A., & Rahman, O.M. (2021). The Effect of Work Ethics on Job Satisfaction and Employee Performance in Nigeria. *European Journal of Management and Marketing Studies*, 6(3), 203-212.
- Osawe, C. O. (2017). Time management: An imperative factor to effective service delivery in the Nigerian public service. *International Journal of Development and Management Review*, 12(1), 152-162.
- Ombiro, M. (2005). Work ethic, locus of control, and salesforce task performance. *Journal of African Business*, 6(1-2), 155-176.
- Rallapalli, K. C., Vitell, S. J., & Barnes, J. H. (1998). The influence of norms on ethical judgments and intentions: An empirical study of marketing professionals. *Journal of Business Research*, 43, 157-168.
- Robson, A. (2011). *Work Ethics and Code of Conduct*, University of Western Australia.
- Ridwan, J. (2013). The Role of Islamic Work Ethics in Locus of Control Relationship with Employee Performance. organizational commitment: a study of the agriculture sector of Pakistan. *International Journal of Business and Behavioural Sciences*, 2 (12), 32-45.

- Shahrul, N.S., Mohd Nur, R.A., Siti, S.B., & Siti, S.H. (2016). The Relationship between Work Ethics and Job Performance. *The European Proceedings of Social and Behavioural Sciences*, 465–471.
- Simons, T. (2002). Behavioural Integrity: The Perceived Alignment Between Managers' Words and deeds as a Research Focus. *Journal of Organization Science*, 13(1), 18-35.
- Tolbize, A. (2008). *Generalization differences in the workplace*. Research and Training Centre on Community Living, University of Minnesota.
- Thomas R. (2018). *Effect of Job Satisfaction on Staff Performance in the Benue State Civil Service*. Unpublished seminar paper, Department of Political Science, Benue State University, Makurdi.
- Treviño, L. K., Hartman, L. P., & Brown, M. (2000). Moral person and moral manager: How executives develop a reputation for ethical leadership. *California Management Review*, 42(2), 128-142.
- Sha'awa, M., & Umar, A.I. (2020). Effect of Organizational Ethics on Employee Performance in Airline Industry: A Nigerian Perspective. *International Journal of Business Marketing and Management (IJBMM)*, 5 (1), 1-12.
- Velasquez, M. G. (2002). *Business, Ethics Concepts and Cases*. New Delhi. Prentice-Hall. 5th edition.
- I Wayan, M. I. (2011). The Influence of Islamic Work Ethics and Transformational Leadership Style and Organizational Commitment Toward Employee Performance. *Journal of Management Research*, 4 (12), 133-141.
- Taro, Y. (1967). *Statistics and Measurement in the Classroom*. Iowa: Kendall/Hunt Pub. Com.
- Zayum, S.S. (2018). Effect of Manpower Training on Employee Performance in Plateau State Local Government Service Commission. *Review of Public Administration and Management*, 7(13), 47-53.
- Zeithaml, V.A., & Bitner, M.J. (2000). *Services marketing—integrating customer focus across the firm (2nd ed)*. New York: McGraw Companies, Inc.