

**Personal Ethical Conducts and Job Performance of Secretaries at The Polytechnic Ibadan  
Oyo State, Nigeria**

**Kehinde Olayinka BABAWIBE  
LCU/PG/002340**

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Communication and Information Science, Lead City University, Ibadan, Oyo State, Nigeria**

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(PGD) in Office and Information Management**

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**Certification**

This is to certify that **Kehinde Olayinka BABAWIBE** with matriculation number **LCU/UG/PG/002340** carried out this study titled **“Personal Ethical Conduct and Job Performance of Secretaries at The Polytechnic Ibadan”** in the department of Information Management Faculty of Communication and Information Management, Lead City University, Ibadan, Oyo State, for the Award of Postgraduate Diploma Degree (PGD) in Office and Information Management and that this work has not been previously submitted elsewhere.

.....  
Mrs K.O Popoola  
Supervisor

.....  
Date

.....  
Dr. Sophia V Adeyeye  
Head of Department

.....  
Date

### **Dedication**

This project is dedicated to Almighty God for his protection over me during the carrying out of this research.

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## Acknowledgement

My gratitude goes to the Management of Lead City University Ibadan, for the opportunity given me to successfully complete my Postgraduate Diploma programme and also to The Polytechnic Ibadan where I carried out this research work for their understanding and allowing me to be able to administer the questionnaire.

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### **Abstract**

*The unprecedented pressure in the higher institution of learning in the current global economic distress calls for employees to perform optimally in their designated roles and responsibilities more importantly the confidentiality of the secretaries in respect to achieving institutional objectives. The prevalence of low job performance of polytechnics has been disturbing to authorities concerned. This low performance motivated an investigation on personal ethical conducts and job performance of secretaries at the Polytechnic Ibadan Oyo State, Nigeria. John Campbell's theory on performance provided the framework for the study. The study adopted descriptive survey design. Population comprises of 440 secretaries in Ibadan and Eruwa Polytechnic. Krejcie and Morgan sampling technique was used to select 205 sample size of which 195 was used for final data analysis indicating 88.6% response rate. Data was collected using reliable instrument. Two research questions and one hypothesis were raised and tested at 0.05 level of significance. Data collected were analyzed using simple percentage, frequency counts and Pearson's Product Moment Correlation (PPMC). It was discovered that there was a statistical significance influence of ethical conduct on job performance ( $r = .323$ ,  $p < 0.01$ ;  $r^2 = .104$ ). Job performance of secretaries in respect to specific behaviour ( $M = 2.5$ ) and efforts ( $M = 2.6$ ) is low. Also, Integrity dimension of ethical conducts recorded lower score ( $M = 2.3$ ). Findings reveal that there is high prevalence of low job performance among secretaries in Polytechnics in Oyo State. It was recommended that managements of the institution should put in place rules that will serve as guidelines on how appropriate secretary staffs should be ethically condone. The managements should set out criteria when employing secretaries whether at the faculty levels, departments, or units of the institution level.*

**Key word: Job Performance, Ethical Conduct, Secretaries, Polytechnic of Ibadan**

**Word count: 296**

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## **Chapter One**

### **Introduction**

#### **1.1 Background to the Study**

Job performance which is sometimes refer to as employee performance has many definitions as there are several aspects to activities that the employees involve in while at work. Job performance can be described as activities such as carrying out duties that are related to the job of a worker and how well those activities are carried out<sup>1</sup>. It can be described as an essential tool in the assessment of employees in an organization. It connotes the overall expected values from employees' behavior carried out throughout a set period of time.<sup>2</sup>

Job performance involves what people do or carried out in a place of work which aimed at either improving the goals of the organization or the other way round.<sup>3</sup> Also, job performance has to do with the quality and quantity of work that are accomplished by individual employees or set of employees after finishing a given task.<sup>3</sup> A high job performance is essential, as the success of the institution is likely to depend on the resourcefulness, commitment and innovation of the employee. This high performance in the institution, in turn leads to the satisfaction of employees. Employers expect high efficiency and excellent services from employees that must be completed in continuance of goals and objectives of the organization. In the institution system, job performance determines the achievement of stated objectives. This is to say that institution cannot achieve its stead objectives without high level of job performance of its employee in job specific task performance, personal discipline and team performance, communication and

demonstration efforts which are the measures put in place for job performance. Secretaries are the ones in the front desk responsible for keeping records, typing and filing of documents, scheduling of meetings, meeting people, receiving and sending of mails etc. this means that their roles in achieving success at the Polytechnic cannot be overemphasized, hence the contribution of their job performance to the achievement of goals such as keeping all necessary document is not negotiable.

Job performance assesses whether a person performs a job well. Job performance, studied academically as part of industrial and organizational psychology, also forms a part of human resources management<sup>4</sup>. Performance is an important criterion for organizational outcomes and success. It relates to act of doing job. Job performance is a means to reach a goal or set of goals within a job role or organization but not the actual consequences of the acts performed within a job. For example, an entrepreneur might assume that job performance is only about how well employees perform their duties. However, job performance involves various factors. You might expect a particular employee to add substantial value to your company because he is capable of performing his task at a high level. Outcomes, organizational goal relevance are parts of the features to Campbell's conceptualization of Job performance. Performance can also be defined as a behaviour i.e something done by an employee. Outcomes result partial from an individual's performance. This performance consists of mental productions such as answers to decisions. At the same time, performance needs to be under individual's control regardless of whether the performance of interest is mental or behavioural<sup>5</sup>.

Personal ethics refers to a person's beliefs about what is right and wrong and guides individuals in the decisions they make both in and out of the work place. They are ethical

principles that a person uses when making decisions and behaving in both personal and professional settings. It is described as the ethics that a person identifies with in respect to people and situation<sup>7</sup>. These ethics influence various aspect of person's life and help individual develop their work ethic, personal and professional goals, and values. Individual use their ethics to determine between right and wrong and influence how someone behaves in challenging situations. Each person's code of ethics varies, but many people share common ethics such as honesty and respect. Ethics is also a system dealing with values relating to human conduct, with respect to the rightness and wrongness of certain actions and to the goodness and badness of the motives and ends of such actions<sup>6</sup>.

Measures for personal ethics are Responsibility, Integrity, Accountability and Competence.

Responsibility refers to a person's commitment to doing the tasks they are assigned and to accept any consequences that comes as a result of completing or not completing these tasks. In this case, they are ready to make changes or amends where necessary. Accountability is a core component that describes a person's willingness to accept responsibility for their actions. When someone is accountable, it means the person is fully understanding the impact his or her actions have and assume responsibility for any consequences that come as a result of his/her actions.

Integrity is a person's commitment to a firm of code of moral values and is commonly associated with traits like loyalty, virtue dependability etc. people with integrity display strong ethical and moral principles and uphold these principles no matter the situation. Demonstrating honesty, transparency in the way you conduct yourselves in your job are a foundation of professionalism. This includes being straight with people in your

conversation, staying out of the company's gossip mill. Talking behind the backs of co-workers is not a good way to develop a professional reputation. Regardless of the size or nature of organization, every job can be performed in a professional manner<sup>8</sup>. When you do your work using the professional approach, people take notice. People notice because professionals perform what often ordinary job are in an extra-ordinary way.<sup>9</sup> Employees with integrity are more reliable and easier to work with than those who don't possess this important character. It is an essential trait that employers look for in potential candidate during the recruiting process.

Accountability is when people take responsibility for their own actions. It is about taking initiative and recognizing not only that individuals have the power to cause problems, but also to fix them. It means that all employees are responsible for their actions, behaviours, performance and decisions in the place of work. It is also linked to an increase in commitment to work and employee morale, which leads to higher performance. Furthermore, it is being answerable for accomplishing an assignment. It is also recognizing that other team members and general company performance depend on the results of your work. Employees are held accountable, when they take responsibility for results and do not assume it is someone else's job. Likewise, when team members consistently demonstrate ownership and accountability, trust is formed. This results in higher performance.

Competence has to do with acquiring skills and work attitude. The core of being a professional is acquiring or showing or possessing the basic foundation of competence in your job. i.e one strives hard not to be left behind, understanding that they cannot stand still. They know that if they continue to do the same thing the same way, they have been

doing it; they soon will be overtaken by circumstances. They therefore put themselves on a track of continuous learning and growth. The positive feedback from your clients will determine your whether you are competence enough in your performance or not. It is also entails feeling capable of achieving one's goals.<sup>9</sup>

With all these measures mentioned above, in view of secretaries discharging his/her duties accordingly, responsibility will influence job specific task performance in the area of commitment that a person has towards completing the task irrespective of whether the job is being completed or not, this will make the job to be completed without any problem.

### **1.2 Statement of the Problem**

Job Performance no doubt is one of the major driving forces of thriving organization; Polytechnic inclusive. The roles of secretaries at the polytechnic include record keeping, receiving and sending of mails, drafting and typing of documents, scheduling of meetings, keeping and arranging of files, writing letters attending to people and so on. In the Polytechnic system, it is observed that secretaries are not performing optimally in terms of studies on job performance in Nigerian polytechnics. When secretaries are not performing effectively, the problem could be in such a way that they failed to be responsible for their actions or own up to whatever it is that went wrong in the organization caused by them. Some secretaries will be moody to even attend to clients maybe because their superiors have scolded them for not being accountable enough for their behaviour thereby causing a set back to the organization. It has also been observed that personal ethical conducts like integrity, responsibility, accountability and competence which are supposed to be the most important aspect in the discharging of

duties are not always in the secretaries' attitude and this will lead to poor job performance. All these will affect the job performance of secretaries. Further to the ongoing, it seems secretaries in the polytechnic have not been provided with adequate training and development necessary for their job performance. Studies have been carried out on job performance of secretaries in Nigerian polytechnics, but to the best of the researchers' knowledge, no study has been carried out to investigate the personal ethical conducts and job performance of the secretaries at the polytechnic Ibadan, Oyo state. Therefore, this study contributes to literature by investigating the influence of personal ethical conducts and job performance of secretaries at the polytechnic Ibadan, Oyo state.

### **1.3 Aim and objectives**

The aim of this study is to investigate the influence of Personal ethical conducts on job performance of secretaries at the polytechnic Ibadan in Oyo state. The objectives guided the study were to:

- i. examine the level of job performance of secretaries at the polytechnic Ibadan, Oyo state.
- ii. determine the personal ethical conducts (integrity, accountability, responsibility and competence) in place at the polytechnic Ibadan in Oyo state.
- iii. investigate the influence of personal ethical conducts and job performance of secretaries at the polytechnic Ibadan, Oyo state.

### **1.4 Research Questions**

1. What is the level of job performance of secretaries at the polytechnic Ibadan?
2. What personal ethical conducts (responsibility, accountability, competence, and integrity) are in place at the polytechnic Ibadan?

### **1.5 Hypothesis**

**H<sub>01</sub>** : There will be no significant influence of personal ethical conducts on job performance of secretaries at the polytechnic Ibadan.

### **1.6 Significance of the Study**

The result of this study will be of great importance to the following beneficiaries. Polytechnic Management, administrators, Secretaries and researchers.

The study results will enable the management of the polytechnic to understand that personal ethical conducts are important in the area of job performance whenever the management is recruiting secretaries for the institution. It will make the management of the polytechnic Ibadan know the relationship between the personal ethical conducts and job performance of secretaries. The result of this study will make the work of the administrator easier when communicating with the secretaries.

The work will also be of benefit to the secretaries of the polytechnic Ibadan. It will also make researchers and academicians in providing more knowledge on contributions of personal ethical conducts to the polytechnic performance. Furthermore, other researchers who may need reference to information on roles the personal ethical conducts play on job performance can access the approaches used in this study.

### **1.7 The Scope of the Study**

The scope of the study is limited to personal ethical conducts (as measured by accountability, responsibility, integrity and competence) and job performance is measured with job specific task, non-specific task performance, personal discipline and team performance, communication and demonstration efforts. It shall cover all the secretaries in various department in the Polytechnic, Ibadan Oyo state.

### **1.8 Operational Definition of Terms**

**Job Performance** – in this study, job performance is the standard at which secretaries at the polytechnic Ibadan complete any given task. It will be measured in this study using job specific task performance, non-specific task performance, personal discipline and team performance, communication and demonstrating efforts.

*Job Specific Task Performance* – this is the job given to an employee telling him or her the specific thing to do.

*Communication* – this is ensuring that messages are disseminated and get to appropriate places.

*Personal Discipline* – this is the ability of secretaries to control himself or herself to work hard and behave in a particular way that facilitates achievement objectives and goals.

*Demonstrating efforts* – this is the level at which secretaries commit to work for goal achievement.

**Personal Ethical Conduct** – this is defined as a belief and principle secretaries embraced to increase their job performance. Principles like responsibility, accountability, competence etc

*Responsibility* – a commitment by the employee to doing the task he/she is assigned, thereby accepting the consequences that come out as the result without a grudge.

*Integrity* – this is a behavior or character of the employee (secretary) at a place of work that even when things are difficult to uphold, he/she will not compromise. E.g trustworthy, loyalty.

*Accountability* – the secretary is fully understanding the impact his or her actions have on the performance of task given him/her

*Competence* – the ability of the secretary to carry out assigned job with skills acquired and work attitude to ensure the goals of the institution is attained.

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## **Chapter two**

### **Literature Review**

This chapter review the literature relevant to this study. The theory relevant to this study is reviewed. The chapter also dwells on the concept and empirical studies that discuss the connection between job performance and personal ethical conduct at the Polytechnic Ibadan in Oyo State.

#### 2.1 Conceptual Review

##### 2.1.1 Overview of Job Performance

##### 2.1.2 Overview of Personal Ethical Conduct

##### 2.1.3 Overview of Secretary

#### 2.2 Theoretical Review

##### 2.2.1 John Campbell Theory

#### 2.3 Empirical Review

##### 2.3.1 Personal Ethical Conduct and Job Performance

#### 2.4 Conceptual Framework

#### 2.5 Summary of Literature Reviewed

Endnotes

## **2.1 Conceptual Review**

### **2.1.1 Overview of Job Performance**

Job performance can be defined as the goal of institutions unit on which a person works. The job performance of an individual plays a vital role in a polytechnic growth. This is because it highly influences the performance and functions as the key variable in work.<sup>34</sup> Job performance was also defined as the aggregated financial or none –financial added value by the employees in contribution to the fulfilment both directly and indirectly to the targeted goals of the Poluytechnic.<sup>35</sup>

A related work defines it as the work results based on quality and quantity achieved by employee in doing his or her job. However, individual job performance can change overtime; it is not steady. Researchers have revealed that the performance of a person changes by alternating the time used on a particular job. At the same time, individual performance may change due to learning and high performance is always the result of greater understanding towards the specific job instead of greater effort on the job.<sup>34</sup> The conduct of an employee can be different from his or her job performance overtime where he/she is working. The reason being that behavior is what people do while job performance is the expected value of what people should do.<sup>36</sup> It is to be noted that not all actions are considered as performance and not all actions are able to resolve problems faced by institutions. Actions that are applicable are the only ones that can be measured

for polytechnic values, goals and success are viewed as performance. Due to the significance of ethical conduct studies, job performance can be the vital pointer of the effectiveness of secretaries in the Polytechnics.

When person is responsible the ability to work both locally and globally improves the performance of the employee. This aids to achieve financial accomplishment and the increase the status of the institution. There is an understanding which is common among the scholars that performance is vital variable in the work of institutions which makes it to become an indicator in measuring secretary's performance in any reseaches.<sup>37</sup> Employees performance can also be measured by the mixture of anticipated behavior and task-related side even though performance is often considered by financial figures.<sup>36</sup> in reality, performance that is grouped on an outright value or comparative judgement may reflect total Polytechnics' secretaries performance. Employees with high performance pursue greater level of personal and institution's performance which consist of productive, quality, innovation rate and cycle time of performance consequently they will be able to help the polytechnic to realize its premeditated aims and sustaining the competitive advantage of the institution.<sup>39</sup> In order to attracts and sustain higher employee satisfaction and performance, employers need to handle their workers as the most vital assets and indulge them because dedicated and gratified employee s are usually high factors that contribute towards the productivity of the institutions.<sup>35</sup>

In general job performance is defined as actions or behaviours relevant to institutions' goals which include both productive and counterproductive employee behaviours that contribute to or detract from the institutions goals.<sup>45</sup> A researcher introduced a more recent definition of job performance as behavior and outcomes that employee undertake

that that are contribute to institution or individual goals. That is, job performance refers to the effectiveness of individual behavior that contribute to institution's objectives and should consist of task performance and contextual performance.<sup>12</sup> For instance job related experience determines task performance while individual's personality type determine contextual performance.<sup>13</sup> A researcher posited that job performance should be measured to the point to which employee involve in Institution citizenship behaviours.<sup>15</sup> In a related study, job performance was referred to "as the result of the two elements, which consist of the abilities and skills (natural or acquired) that an employee possesses and his or her motivation to use them in order to perform a better job".<sup>16</sup> In another related study, performance is often times assessed in term of financial figures as through the combination of expected behavior and task related aspects.<sup>17</sup>

The meaning of job performance refers to task performance or fulfilment of tasks that are required by the formal job description.<sup>18</sup> i.e task performance is the behavior connected specifically with performing job-related issues. A study indicated that task performance should be differentiated into value of work done, amount of work completed and interactive efficiency. Consequently, from the descriptions above, it is cleared that job performance has to do with the level an employee is able to complete the task given him or her and how the complete work adds to the actualization of the goal of the institution.<sup>20</sup>

Hence, job performance measures the degree of attainment of business and social aims and tasks from the view point of the assessors.<sup>21</sup>

### **2.1.3 Overview of Personal Ethical Conduct**

Ethics is a science that addresses the problem of actions or human behavior, which can be considered good and which can be considered not good.<sup>3</sup> Whereas ethical can be into two

senses. First, that the notion of ethics is the same as the moral sense, namely the value system of how humans must live well as human beings who have been institutionalized in a customary tradition which then manifests itself in a pattern of steady behavior and repeats itself over a long period of time as is customary. Ethics can also be defined as moral philosophy or science that discusses and examines the values and norms given by morality and ethics in the sense above.<sup>50</sup> It is the rule of decency which includes all norms for good behavior, actions, and behavior. Personal ethics refers to a person's beliefs about what is right and wrong and guides individuals in the decisions they make both in and out of the work place. They are ethical principles that a person uses when making decisions and behaving in both personal and professional settings. It is described as the ethics that a person identifies with in respect to people and situation. These ethics influence various aspect of person's life and help individual develop their work ethic, personal and professional goals, and values. Individual use their ethics to determine between right and wrong and influence how someone behaves in challenging situations. Each person's code of ethics varies, but many people share common ethics such as honesty and respect.

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ethics refers to the ethics that a person must adhere to in respect of their interactions and business dealings in their professional life. In discharging your job performance, some ethical conduct includes selflessness, equality, fairness and respect are important part of your personal ethics statement which must be identify in your personal belief and personal values. Service work in the administrative profession is not only behind-the-clock work, but communication activities both internally and externally are also its responsibility. Likewise, the secretary's work is part of these activities. A secretary must be someone who has a good personality. Personal ethics is a guideline for attitudes and behaviors in everyday life, both inside and outside the office.<sup>49</sup> Ethical behaviour in an institution is concerned with a person's character, conduct and morality. It considers whether behaviour is right or wrong and assigns negative or positive value to it. The ability to reflect on and assess one's action is at the heart of mankind's essence. To evaluate, you will need a set of yardsticks like evaluation criteria or values. Personal ethical conducts are essential for effective leadership; hence it is necessary for management to advocate it in organization in order to perform optimally for more productivity. If personal ethical conducts are not in place, institution might become unsustainable. Ethical conduct is a way to improve the institution's performance.

The following are some of the ways for promoting and improving personal ethical behaviour in boosting the job performance of employee; Educating employee – continually educating personnel on personal ethical behaviour will provide them with knowledge of what is required of them. This is done through constant training, attending workshop, conferences. Employee protection is another way of promoting job performance; employee should be assured of not facing any criticism by taking

responsibility and own up for mistakes or being accountable for wrong actions. If this is put in place as a rule, people will always work hard to make sure that any mistake by them is own up thereby giving room for amendment which will lead to increase productivity. People with personal ethics are individual who understand the difference between right and wrong and continually attempt to set a positive example by being responsible, accountable and competence.

Personal Ethical conduct in a work place bring about positive work environment where team players rather than individual will be the other of the day. There is excellent working relationship with their team mates. Their bosses will always put their faith in them since they know with or without their presence, the job will be performed well. They entrust them with sensitive information, and as a result, they are frequently granted the freedom to act on their behalf. It also brings about the reputation if the organization. The organization work hard to obtain a competitive edge and as such gaining advantages from a favourable reputation in the market place might be sufficient to capture a significant market share from a larger rival.

Personal Ethical conduct as a practice does not merely affect the secretary's decision-making but consequently the institution overall. Ethical principles have bedrock on Personal values; thus the alignment will be relevant to Responsibility, Integrity, Accountability and Competence of the secretaries in the Institution. The outcome, which have impact on job performance of the Polytechnic is an ethical behaviour, is the utmost gratifying one. Opportunity awaits organizations alert to the potential of ethical" practices integrated in the everyday operations.<sup>29</sup> In the global era, today's leadership tasks are increasingly broad, very diverse, and very complex. In carrying out the day-to-day tasks

the leader is required to be able to know the situation and condition of the organization in an integrated system, starting from the lowest to the highest level. This gives the consequence that a leader must be responsive, right in making decisions for each situation and condition of his organization, can use time effectively and efficiently, and must be able to understand and master all the problems that arise in the organizational environment. The life of an organization is fundamentally determined by human existence. Human resources are one of the most important dimensions and are one of the supporting factors as well as determining the success of an organization. However good the organization, it will not have meaning without the presence of a secretary who is the center and source of inspiration from the activities of an organization. Secretary is one of the important factors that can help the progress of an institution like Polytechnic.

Integrity in the workplace comes in many forms, it refers to having upstanding character traits and work ethics including sound judgement, honesty, dependability, and loyalty. Integrity is doing the right thing through your words, actions and beliefs when none is watching. This means that a secretary with a high degree of integrity must be trustworthy and reliable, practice and encourage open and honest communication. Integrity means being honest and having strong moral principles. A person with integrity behaves ethically and does the right thing, even when no one is there. Maintaining integrity in an institution like Polytechnic setting is important for employees at all levels, because it helps foster an open and positive work environment and an ethical approach to decision-making. Also maintaining integrity at work place like polytechnic will be beneficial to individual. This is because showing that you are an honest and dependable person, you'll gain respect and trust from your peers and management,

which will play a big part in your career growth, progression and overall success. In demonstrating personal ethical conduct with job performance, secretaries must respect and follow company policies which are created to guide them and the institution on best practices for everything from conduct to dress code which will enable them (secretary) to make informed decisions based on the institution's values and objectives. Employees with integrity must be ready to work and willing to go above and beyond with their job performance and also help others out if the situation warrants. In performing their job, employee must lead by example through their working style and attitude towards others. This will help set a solid foundation for what they value most in others, especially people who report to them. Working to a high standard and maintaining professional conduct encourages others to follow suit. Another aspect is in the area of respect: Respect others' opinions, even if you don't agree with them – No matter how great your working environment may be, chances are there will be times when you simply do not agree with someone else's opinion. In these cases, it's still important to be respectful, listen, and take on board what the other person is saying. All these will enhance the job performance of secretaries in the Polytechnic.

Accountability is another area of personal Ethical Conduct. It is when people take responsibility for their own actions. It is about taking initiative and recognizing not only that individuals have the power to cause problems, but also to fix them. Accountability in the workplace means that all employees are responsible for their actions, behaviours, performance and decisions. It is also linked to an increase in commitment to work and employee morale, which leads to higher performance. It is an act of being answerable for accomplishing a goal or assignment. "The quality or state of being accountable; an

obligation or willingness to accept responsibility for ones' actions. It is also recognizing that other team members and general company performance depend on the results of your work. When employees are held accountable, they take responsibility for results and do not assume it is someone else's job. Likewise, when team members consistently demonstrate ownership and accountability, trust is formed. This results in less micromanaging and higher performance.

Leading by example and hold oneself accountable first, as the pacesetter of tone and performance for your team will make people follow your lead which will enhance job performance. Setting goals is an essential part of creating accountability on your team. It helps establish what you are trying to achieve together. In setting goals, you create them together as a team so that everyone knows their impact on the bigger picture. This makes it easier for everyone to understand their roles and what's expected on both an individual and team level. Regular feedback as part of accountability is also important when the institutions want to achieve its goal. Good feedback is not only about the ability to give it, also about being open to receiving it and providing a space to do so. There has to be a space for your team members to speak up so that they feel confident identifying and communicating problems. This will improve the work of the secretaries by working more on their weak areas and will make the job performance much easier in achieving the goals of the institution. Making accountability a habit will also enhance job performance.

Another area is keeping track of one's commitments and hold each other accountable. In this case when you make a promise to provide more feedback to your direct reports, make sure you add that as a future agenda item to hold yourself accountable. Or if the

damage has already been done, address a lack of accountability with your team members and re-assign action items to team members so the team has a clear picture of what is being done and who needs to be held accountable for tasks that have been missed. Most importantly, be accountable for your mistakes, take responsibility for your actions. Everybody makes mistakes from time to time. Owning up to and being accountable for your mistakes demonstrates that you are honest and open to constructive feedback. When you acknowledge you have made a mistake, it is also recognizing you have the power to fix that mistake which is the beauty of accountability. Examples of demonstrating accountability in the workplace are:

Complete tasks that have been assigned to you by the timeline you agreed on. Be responsible for the success of your team and make the effort to support your team when needed. When you schedule meetings, respect everyone else's time by showing up prepared and on time (and expect that others do too). Take ownership over the problems you flag by coming to the table with solutions too. Do not sweep problems under the rug or assume the issue's already being dealt with. Instead, flag issues as they arise. Responsibility refers to a person's commitment to doing the tasks they are assigned and to accept any consequences that comes as a result of completing or not completing these tasks. In this case, they are ready to make changes or amends where necessary. Ethical behaviors enhanced by accountability need to be enriched with trust and purpose in order to build on performance. If these elements are absent even great ideas cannot be executed as successful as their potential was.

Competence is another part of ethical conduct that will enhance job performance. It is the set of demonstrable characteristics and skills that enable and improve the efficiency or performance of a job. The term "competence" first appeared in an article as a concept for performance motivation. It is the ability to do something successfully or efficiently. Competencies are the knowledge, skills, abilities, personal characteristics and other "worker-based" factors that help differentiate superior performance from average performance under specified circumstances. Competencies are identified to clearly define the essential functions of the job. A competency is a set of specific skills or abilities required to do a job. It is the ability to complete a task effectively. Employees should be able to perform various tasks at a target proficiency level to achieve competence in the work. Competencies are the characteristics or skills required to do a job or task. One critical measure of success in workplaces is an employee's ability to use competently the knowledge, skills and values that match the needs of his job, satisfy the demands of his employer, and contribute to the overall achievement of institutional goals.

However, being more competent in thinking and problem solving skills provides employees with more benefits in performing contextual behavior. Findings further revealed that although personal management skills had moderate relationship with employees' contextual behavior, the competence in personal adaptability and learning continuously are contributory across all elements of contextual performance.<sup>28</sup> Such competence on skills denotes the degree to which an employee demonstrates proficiency and mastery on the different acquired employability skills. In addition, competence pertains to "cognitive fitness for a particular class of tasks, a roughly specialized system of abilities, proficiencies, or individual dispositions to learn something successfully, to do

something successfully, or to reach a specific goal. This can be applied to an individual, a group of individuals, or an institution” As such, employers demand that employees acquire a wide range of employability skills and apply competently such skills for better job performance.<sup>21</sup> Competence (knowledge, skills, and work attitudes) are needed to support the performance of workers and the more competent an employee is, the better the performance on the job. It is an individual characteristic that contributes to one’s success in completing work. Competence is a characteristic that enables a person to perform excellently. competency as a characteristic of a person who directly impacted his performance at work and the higher the competency the higher the performance.<sup>25</sup> Another area of competence is commitment. Some researchers cite commitment or employee commitment as a sense of individual commitment to work. Employees who have good and strong work commitments are more stable at work. This will give better results on the job performance. Affective commitment as a picture that workers always want to continue to pursue their current work, has a strong contribution to the relationship with employee performance. Integration of work competencies and work commitments have a greater impact on employees’ performance, therefore these two factors are very important as it will increase job performance.<sup>30</sup> Work knowledge is also among other competency elements. This means that increasing work knowledge has the greatest impact on job performance. Therefore, in an effort to improve the performance of employees, especially secretaries in institutions, it is necessary to prioritize increasing work knowledge, in addition to increasing other competency elements. Other competency elements (work skills and work attitudes) also have a major contribution to work performance.<sup>35</sup> Job competencies give employees a clear idea of what is expected of them

in terms of their performance. Competencies give them an understanding of what behaviours they should cultivate at the workplace to be valued and rewarded.

Behavioural competencies which are values and ethics, commitment are also parts of competence that increase the job performance of secretaries. Adhering to code of conduct and aligns with organization values contribute to organizational success.<sup>33</sup> Behavioural competencies like interpersonal skills, ability to accept constructive criticism, ability to understand the perspective of others, decision making skills, time management, taking responsibility for their actions are still part of competence that increases job performance. Competencies are so important in secretaries of institutions because it will ease the work load of the leader. It will bring about increase in job performance. It will promote improved operational efficiency in the institution. As employees increase their proficiency levels, their performance outputs would generally improve. Organizations whose employees have high proficiency levels are organizations that would have superior organizational performance.<sup>32</sup>

In carrying out its job performance, the secretary must serve in accordance with the norms and manners contained in the personal ethical conducts. Office employees, especially secretaries, are expected to be able to understand the ethical content of the secretary and carry it out as well as possible to improve work productivity. Secretary's ethics are built on the principles of Integrity, Responsibility, Accountability, competence, beauty, equity, goodness, justice, liberty, the truth. Personal ethics is a highly discussed and debated subject in today's corporate world, as well as in educational and academic circles. There are certain parameters, which influence the extensive level and degree to which ethics has been analyzed by scholars and researchers in recent years, such as

globalization, technology, intangible assets, talent management. Meanwhile, institutions like Polytechnic that are inclined in performing according to ethical conducts, morals, and values, have recognized the importance and significance that ethical procedures and policies are communicated and practiced among the secretaries of the entire institution, while at the same time becoming a priority for the administration of the Polytechnic. Organizational and educational leadership is responsible for practices such as creating the foundations for the resourceful and ethical performance of the institution. It is one of the most powerful and important aspects of human activities in organizations. Given that leaders are the most influential body in any institution greatly impacting the organizational ethics, they are the ones who ought to promote and model principles and values in accordance to the objectives, mission, and vision shared with employees and this will make it easier for the secretaries of the institution to follow the virtuous and moral beliefs, attitudes, and acts, the importance of the principle of ethical behavior.

Moreover, ethics and the notion of ethical behavior and value systems in the Polytechnic setting have become an institution precedence in the 21st century. While leaders have numerous external factors, which present opportunities and threats, such as keeping up with the technology advancements, globalization's outcomes, threats of the competition, they also have to keep up with internal tasks and practices such as the alignment of mission, vision with the institutional system the strategies designed and the goals pursued for their own institution.

With all of these mentioned above, personal Ethical conduct will not only improve employee morale and productivity, but it will also give the team the autonomy and sense of ownership they need to truly thrive. Ethical principles have bedrock on social values;

thus the alignment will be relevant to relationships while interpersonal anticipations are defined. The outcome, which is an ethical organization, is the utmost gratifying one. Internal and external relationships are built and enhanced. Therefore, all parties involved directly or indirectly are “treated well consistently and an ethical culture emerges. A great opportunity awaits organizations alert to the potential of ethical” practices integrated in the everyday business operations.

### **2.1.2 Overview of Secretary**

Secretary as ‘an assistant to an executive, possessing mastery of office skills and ability to assume responsibility without direct supervision, who displays initiative, exercise judgement and makes decision within her scope of authority.’<sup>22</sup> The Secretary occupies an indispensable position in the diversified daily activities of the world enterprise and their impact on the development of institution cannot be under-estimated. They many administrative duties: Traditionally, these duties are mostly related to correspondence, such as the typing out of letters, maintaining files of paper documents, etc.<sup>27</sup> In addition, a Secretary is a pivotal person in an office. It is the secretary who keeps the office organized, makes sure the various appointments and meetings on the schedule are kept straight and manages the flow of visitors or employees who need to see the management staff.<sup>23</sup> In addition to basic secretarial tasks, some Secretaries also perform more advanced executive functions or specialize in areas such as health care or legal support <sup>27</sup>. A Secretary manages paper and electronic filing systems, handles and routes mail and operates a variety of office machines such as computers, telephones, fax machines and videoconferencing equipment. Some Secretaries take dictation and create reports or letters, while others revise rough drafts written by the managers. Many Secretaries use a

variety of computer software and programs, such as databases, spreadsheets or graphics. These among others are the duties of an effective secretary.

The Professional Secretary acts as a link between the company and its board of directors, stakeholders, regulators i.e. Financial institutions, etc. As a result of this, he/she is responsible for a variety of administrative and clerical duties necessary to run an organization efficiently. Professional Secretaries serve as information and communication managers for an office, plan and schedule meetings and appointments, organize and maintain paper and electronic files, disseminate information by using the telephone, mail services, web sites, e-mail, etc. They also handle travel and boss' arrangements, performing and coordination an office's administrative activities, storing and retrieving of information, integrating information for dissemination to staff and clients, etc. due to the different responsibilities handled by professional Secretaries, they are aided in these tasks by a variety of office equipment, such as tax machines, photocopiers, scanners, video conferencing and telephone systems.

According to another scholar, the duties of secretary are to receive dictation in shorthand and transcribe on the computer, to receive and assist visitors and to handle telephone calls, to keep the diary of her boss and arrange his appointments and engagements, to attend meetings and take minutes, to make her employer's travel arrangement and prepare his itineraries, to file and index her employer's correspondence, to supervise junior staff, to initiate correspondence on all routine matters and draft letters for the approval of the memoranda business letters, correspondence of various kinds, to act/stand in for boss in his absence, to perform any other duties that may be assigned by

superior officer.<sup>40</sup> In fact, many Secretaries work hard to ensure that they are effective within the context of their organization.

They play a supportive role in an institution especially in the Polytechnics. They are people who is trusted to keep a secret. Thus, what is meant by a secretary is a helper of a leader who has the task of receiving dictation, preparing correspondence, receiving guests, checking and reminding the leadership of their obligations and carrying out other tasks that have to do with increasing leadership effectiveness.<sup>7</sup> A secretary is a person who not only accepts orders from the leadership but also actively helps by carrying out the manager's pattern of action which includes planning, decision making, direction, coordination, control and refinement ".<sup>25</sup> An office employee who is more responsive to a position than a director and whose duties include talking and transcribing dictation, dealing with public by telephone answering, meeting callers, and making appointments and maintaining information, filing records, letters, etc. A secretary free acts as an administrative assistant or junior executive. " (Secretary: an office employee who has a more responsible position than a stenographer and his duties usually include dictation and copying, dealing with the public to answer the telephone, invite meetings, make agreement and maintaining or filing documents, letters, etc. A secretary often acts as an administrative assistant or young leader.<sup>33</sup>

A Secretary is a professional. As a professional, you may want to perform the many and varied responsibilities of work with competence, confidence, and style. (which means: a secretary is a professional. As a professional, it is expected to display various kinds of secretarial duties responsibilities with competence, trustworthiness and personality).<sup>26</sup>

A Secretary can also be defined as executive who processes a ministry of skills,

demonstrates the ability to assume responsibility without direction or supervision, exercises initiatives and judgments, and makes decisions within the scope of assigned authority." (Which means: a secretary are assistant leaders who have the expertise to take care of the office, display capabilities, accept responsibility without being directed or supervised, take the initiative with consideration and make decisions in accordance with the scope of their duties). From some of the opinions of the experts above which explain the definition of secretary, it can be concluded that the definition of secretary is essentially someone who helps the leader in carrying out his duties, which includes the activities of recording and writing from an office activity.<sup>26</sup>

Secretaries are responsible for their own performance and development efforts towards a higher quality by managing their time so that they can perform with excellent performance in carrying out their daily tasks which include Simplify and facilitate leadership work through time management and efficient information, distribution of information from the dream office clearly and accurately, supports the smooth flow of work between the leadership office and other parts, providing opportunities for leaders to focus more on strategic matters and have a long term package, provide positive input and initiatives for the improvement of the institution. The secretary is responsible for efforts to achieve office performance superiority and its influence on organization performance.

This responsibility is realized through some activities such as manage sources and offices including finance, creating an atmosphere (physical and mental) that supports smooth work, support the creation of a positive work habit and managing subordinates to increase the effectiveness and efficiency of work in the office.<sup>25</sup> They are needed to help alleviate the duties and burdens of the leadership, especially those that are routine and

operational.<sup>28</sup> The secretary functions to assist the leadership in starting up to complete a job. The secretary must be able to help overcome the busyness and difficulties of the leader, including helping to find better and more efficient ways and ways to simplify the completion of a job. The secretary must always be ready to help the leader and understand the leadership's wishes, also to ease the burden of the leadership in solving the problems faced by the leadership.<sup>28</sup> The role of the secretary is very important in an organization. Secretarial assignments not only help ease the duties of the leadership, but also required to be capable and competent in carrying out his secretarial tasks, such as in terms of correspondence, filing and holding meetings. The task of the secretary in the strict sense is as a person who is trusted by the leader to keep the leadership secret. While the secretarial task in the broadest sense is the implementation of tasks that are helpful to managers or leaders to run the wheelwork anises, institutions and offices<sup>40</sup> routine tasks are tasks that are done every day without orders. This task includes: Open the letter, receive dictation, receive guests, save records, compile and schedule leadership activities. Special Tasks Specific tasks are tasks that are ordered directly by the leader to the secretary with special resolution. This task was given because of the element of trust that the secretary's assignment was able to keep company secrets. It includes Concept cooperation agreement letter with relations or outside agencies. arrange confidential letters.

Special assignments that are tasks that involve the leadership which include fixing the location or position of the leadership stationery and equipment needed, acting as a liaison to transmit information to relations, representing someone accepting donations for funds or for other activities. remind the leaders to pay contributions or insurance money agency,

attending official meetings, as a companion leader during a meeting, hold office equipment checks, which ones need to be repaired and which do not need to be repaired or added to office equipment and facilities. The duties and responsibilities of Secretaries are not exactly the same and can be grouped as planning work, receive guests, Search for incoming letters and outgoing letters, preparing for meetings or conferences, etc.

Basically, the secretary function is as an assistant leader in an institution. Even though the secretary function is only a servant of the leadership, it does not mean that the function is not important. Although only about small problems, but if done alone by the leader will make the work more accumulated.<sup>24</sup> The function of the secretary according to helps relieve leadership help alleviate the duties of the leadership as much as possible the secretary must take over the tasks that are detailed from the leadership, so that the leader does not need to think about the small things that have been delegated to the secretary.<sup>28</sup> Similarly, the decisions that will be made by the leadership must be followed up by the secretary. There is a part of the leadership decision that must be communicated by the secretary to other relevant officials to be resolved, there is also a secretary who must complete it completely. The function of the secretary in handling information to help the leader succeed in achieving organizational goals by providing information needed by the leadership and helping the leader in carrying out managerial tasks based on the information received, then the secretary carries out follow-up decisions made by the leader. The information needed to make good decisions must meet the requirements, namely, complete, relevant, up to date and correct. For this reason, the secretary in handling information must be guided by the above conditions. The secretary must always find out information about events or things that are happening in the company, here the

secretary must act as the eyes and ears of the leader and secretary must always convey information that is warm in the community which is also relevant to the duties of the leadership or interests company. For purposes like this, the secretary must be diligent in reading newspapers, magazines, listening to the radio or watching television to get the latest information. Includes making clippings and articles, news or information from print media, to be presented to the leadership, if necessary archived clipping properly so that it is easily found again when needed. The secretary must be able to set work priorities, such as urgent tasks must take precedence and tasks can be delayed first. Get used to analyzing work, if there are various important tasks, then a secretary must be good at setting priorities. The secretary in his function as a bridge between the leadership and the parties with an interest in the leadership, needs to foster and maintain good relations that can enhance the company's image. The secretary carries out the duties as a Public Relations Officer, whose job is to convey clear and complete information about the institution. A secretary must maintain the credibility and reputation of the leader and the organization, the secretary is obliged to straighten out the wrong perception. The secretary needs to appear neat and convincing. A secretary will meet with everyone who will relate to their leader. Guests will get a good impression of the reputation and credibility of the leader through his secretary's appearance, attitude and speech. Secretariat is often referred to as a mirror of the organization, for which the secretary must train himself/herself to be agile, tactical and friendly and straightforward in serving guests. They are needed to help alleviate the duties and burdens of the leadership, especially those that are routine and operational.<sup>28</sup> The secretary functions to assist the leadership in starting up to complete a job. The secretary must be able to help overcome the busyness and difficulties of the

leader, including helping to find better and more efficient ways and ways to simplify the completion of a job. The secretary must always be ready to help the leader and understand the leadership's wishes, also to ease the burden of the leadership in solving the problems faced by the leadership.<sup>28</sup> The role of the secretary is very important in an organization.

## **2.2 Theoretical Review**

### **2.2.1 John Campbell Theory**

Job performance evaluates whether an individual executes a job satisfactorily. Performance is a significant benchmark for Polytechnic results and accomplishment. John Campbell defines job performance as an individual-level variable or something a particular individual does. This distinguishes it from more surrounding concepts such as Polytechnic performance or general performance which are higher level variables. There are numerous important features to Campbell's conceptualization of job performance which help to explain what job performance is all about. He describes performance as actions which is to some degree completed by an employee. This thought distinguishes job performance from results. Results to some extent from an individual's performance, but they are also the result of additional impacts. Consequently, there are other factors that bring out results than mere an employee's behavior and deeds. Campbell permits for exemptions when describing performance as behavior. For example, he shed light on the

fact that performance does not have to be openly evident actions of an individual. It can comprise of intellectual productions such as responses or verdicts. However, performance requires to be in the individual's control, irrespective of whether the performance of concern is psychological or behavioural. Difference between individual measured deed and results is best explained by an example: in a sales job, an encouraging result is a certain level of refurbish produced through the sale of something. Income can be generated or not, subject to the behavior of employees. When the employee executes sales job properly, he is able to move extra merchandise. However certain features other than employees' behavior influence proceeds made. For instance, sales might crash due to economic circumstances, changes in customer favourites, production bottlenecks. In these situations, employee performance could be satisfactory, however sales can remain low. The first is performance, while the second is the effectiveness of that performance. One can pair these because performance is different from effectiveness.

Another one that is closely connected concept is productivity. One can reflect on productivity as a contrast of the extent of effectiveness that results from a particular of cost linked with that effectiveness. Consequently, effectiveness is the proportion of productions to efforts – those inputs being efforts, financial costs, incomes etc. Additional correlated is utility which is describes as the worth of a certain level of performance, effectiveness or productivity. Utilities of performance, effectiveness and productivity are assessment findings.

Other important feature of job performance is that it should be objective related. Performance should be focused on secretaries' objectives that are appropriate to the job or duty. Therefore, performance does not contain activities where work is spent to

achieving minor goals. For example, the effort placed on the goal of getting to the office in the shortest time is not performance (except where it is concerned with avoiding lateness to the office). Regardless of the stress on describing and envisaging job performance, it is not a lone combined concept. There are several jobs each with diverse performance principles. Job performance consist of more than a particular kind of behavior. A study recommended an eight-factor model of performance centered on factor or methodical investigation that attempts to apprehend factors of job performance existence through all professions. Task Specific behaviuors are one of the factors which include those behaviours that an individual carries out as part of a job. They are the fundamental tasks that outline one job from another. On the other hand, Non-task specific behaviours being the second factor are the behaviours which an individual is expected to carry out which do not relate solitarily to the specific job. In reference to the sales person, an example of a task specific behavior would be displaying a product to a prospective customer. Meanwhile, non-task specific behavior of a sales person might be training new staff.

Written and oral communication tasks are referred to as activities where the incumbent is assessed, not necessarily on the content of a message, but on the proficiency with which the communication was delivered. Employees must make formal and informal, oral and written presentations to different listeners in various jobs among the personnel. Individual's performance should also be evaluated in terms of strength daily or when there are strange situations. This factor reveals the level to which individuals commit themselves to job task. The performance area might also consist of an aspect of personal discipline. Person would be expected to obey the rules and regulations. In a Polytechnic

where individuals work diligently or are extremely dependent, performance is likely to comprise of the level to which an individual assist the groups and co-workers. This may probably include acting as a good example to others, tutoring, guiding or assisting in sustaining group goals. Numerous jobs also have an administrative or management factor. Individual will be depend on to embark on the things outlined in the previous factor and in addition will be liable to meeting out rewards and penalties. Secretaries performance involves those features of a job which assist the group in the Polytechnic in attaining its goals and objectives.

Another classification of job performance was developed for the US Navy. This model is considerably comprehensive and divides performance into four scopes. They are: task-oriented behaviours which are related to task-specific behaviour in Campbell's model. It includes main task related to someone's job. There is also interpersonally oriented behavior which are represented by any relations that the employee has with other employees. This behavior can be related with non-specific task performance. This scope differs from Campbell's classification because it involves behavior that are not directing to a Polytechnic objective. Down-time behaviours that employee involved in, in the course of their free time in the office or outside the office. Down-time behaviours that occur outside the office are considered as job performance when they afterwards affect job performance. In addition to these models sharing performance into scope, others have identified different kinds of behavior that are made up of job performance. Task and Contextual (citizenship and counterproductive) behaviours is another way to divide performance.

Task performance defines obligatory behaviours while contextual behaviours are behaviours that do not achieve definite features of the required job's role. Citizenship behaviours are described as behaviours that add to the objectives of the Polytechnic through their influence on the psychological and social conditions. Counterproductive behaviours on the other hand are deliberate actions by employees which avoid the aims of the institution. In another sense, a related study proposed causes of performance devices that individual differences on performance are one of the functions of three major causes: declarative knowledge, procedural knowledge and skill, and motivation. Declarative knowledge represents the understanding what is required of a particular job or duty. It includes knowledge of principles, facts, ideas.

## **2.3 Empirical Review**

### **2.3.1 Personal Ethical Conduct and Job Performance**

The study titled "The Role of Ethics in 21st Century Organizations" was carried out in an American Community Schools of Athens revealed that ethics as a practice does not merely affect the organizational decision-making but consequently the organizational culture overall, and to achieve this ideal, there must be an alignment process that integrates business ethics with mission, vision, strategies and goals and with Ethical behaviour and undertakings relate to actions, which are characterized by "honesty, integrity, morality and good management practices will earning profits for the business organization. Another research that was carried out on "organizational behavior" revealed that with ethical leadership, who is responsible for practices such as creating the foundations for the resourceful and ethical performance of the business by integrating

ethics into organizations will promote the organization's ethical mission, vision, goals, and objectives which will bring about the long term survival as well as growth of organizations. Ethical leaders also communicate organization's values and beliefs and will also take the organizations on excellence path. Leaders have the moral obligation to create an environment in their organizations where employees experience security, integrity and trust. When employees feel safe and appreciated they accomplish to their potential. This is a contagious and works in a ripple effect connecting the entire organization in a process that goes beyond materialistic compensations. The objective is to engage all stakeholders to operate in such a way that they accomplish "stated goals and do so in a manner that is consistent with the higher values of the organizational community. Ethical leadership increases "task significance" which in return improves performance. It promotes performance as well as, the potential of employees; in other words, using their talents, it improves personal and organizational performance and success. The promotion of organizational culture, targets to increase engagement leading to productivity, innovation, performance, profitability, and thus customer satisfaction guiding the institutions towards organizational success.

Another study which focused on Institutions for enforcing ethical behaviour in Nigeria, the federal government of Nigeria put in place institutions and re-orientation programmes such as Special Fraud Unit of the Nigerian Police Force; War Against Indiscipline/Corruption; Economic and Financial Crimes Commission (EFCC); Code of Conduct Tribunal (CCT); Public Complaints Commission; Independent Corrupt Practices and other Related Offences Commission (ICPC); Budget Monitoring and Price Intelligent Unit (BMPIU), Others are Law Enforcement Agencies and Law courts; Audit

Department; Regulatory Agencies like Central Bank of Nigeria, Security and Exchange Commission and Legislative Arm of Government and its various committees to ensure that there is accountability and enforcement of laws and regulations so as to engender ethical behaviour and promote efficiency in the performance of tasks assigned. It is an undisputable fact that ethics of the secretarial profession always keep the secretary on their toes and in-check, which ultimately assist the secretary to keep his/her job.

The research: Why are ethics codes important to international development? Was conducted in 2003. As a foundational document they can provide the framework that public servant, political and civil service use to carry out their responsibilities. In 2003, the U.N convention against corruption included a public service code as an essential element in corruption prevention. They believe that corruption can be prosecuted after the fact, but it requires prevention. In this convention, they believe that once recruited, public servant should be subject to code of conduct which will promote transparency and accountability in matters of public finance. It also believes that when there is a code of conduct, those who use public services, must expect a high standard of conduct from their public servants. Also, effective codes operate at two levels: institutional and symbolic. Within institutions, codes articulate boundaries of behavior as well as expectations for behavior i.e they provide clear markers as to what behavior is prohibited and what behavior is expected.

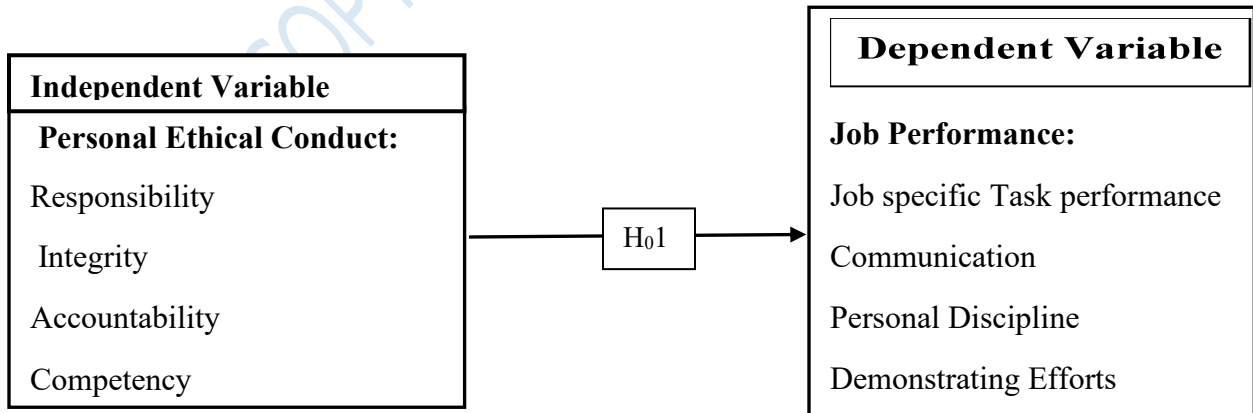
The study titled “Relationship of core self-evaluations to goal setting, motivation, and performance” which was examined by Judge, Locke and Durham as a dispositional predictor of job satisfaction involves four personality dimensions: locus of control,

neuroticism self-esteem and self-efficacy. The study reveals that people with high core self-evaluation will be more motivated to perform well because they are confident and have the ability to do so and the way people appraise themselves using core self-evaluation has the ability to predict positive work outcomes. Another study that was carried out in Taiwan was about “Role conflict” which was found out that those suffering from role conflict suffered greatly in their work performance, mainly in the form of lack of motivation. There will also be a decline in the ability to assign tasks which will lead to workplace bullying where workers who might have lost a degree of power may feel like they lost their authority and begin to lash out at another employee by being verbally abusive.

People around the globe seem to be losing trust in business and politics due to unethical behavior, more and more business organizations identify this need and institutionalize ethical values. Through this process, all stakeholders benefit. Employees have the sense of pride and belonging because they are satisfied to be working for an ethical organization, the community is positive because an ethical organization is one that provides to its community, and the organization because satisfied and motivated employees are efficient and productive while a gratified and fulfilled community is comprised of loyal consumers. “Ethics and Performance in the Nigerian Public Sector” is another work of a researcher where government’s institutional processes for dealing with unethical behavior and unethical behavior of public sector were highlighted. As a result, the study recommends the improvement and effective application of legal instrument as well as regulations promoting ethics and the performance of ethical value. Also, a study that focused on work place ethics and job performance in Nigeria revealed it is important

for employees to encourage ethical conduct and prevent unethical deeds that might dent the institution's image and performance. Strong work ethics lead to good job performance as revealed in this study therefore it is important for both individuals and companies to encourage ethical practices. In a study "influence of ethics and work place counselling on organizational performance" that was carried out in Ikenne, Ogun state, Nigeria, it revealed that good ethics leads to meaningful organizational performance. Another study that was carried out on role of ethical organizational culture revealed that organizations that allow employees to voice their grievances has better employee satisfaction and will also improve the job performance of the employee in service delivery.

#### 2.4 Conceptual Framework



**Figure 2.1 Conceptual Framework Showing Personal Ethical Conduct and Job Performance Source: Researcher's Work (2022)**

The above conceptual frame work in fig 2 shows the model has two variables which are Personal Ethical conduct and Job performance. The measures adopted for personal ethical conduct which are relevant to this study namely: Integrity, Responsibility, Accountability and competence. The measures adopted for job performance are job specific task performance, Non job specific task performance, personal discipline, and team performance, communication and demonstrating efforts. The dependent variable of the study is Job Performance with measuring indicators as job specific task performance, Non job specific task performance, personal discipline, and team performance, communication and demonstrating efforts of job performance are being adopted to test its significance on personal ethical conduct. This study has one independent variable which is personal ethical conduct with integrity, responsibility, accountability and competence as measuring indicators.

### **2.3 Summary of Literature Reviewed**

This chapter has reviewed related literature relevant to this research work. Literature reviewed on the concept of job performance, explored its meaning and discussed empirical findings on performance of employees in different organizations. The review on literature of job performance of secretaries in Polytechnic in Oyo State that task specific behaviour, personnel discipline and efforts were strong components of job performance. Literature gives a deep insight into various meanings of personal ethical conduct with the need and demand for ethical practices. This has been augmented because of the requirement to deal with today's different environmental challenges.

Ethical conducts refer to the problem of actions or human behavior, which can be considered good and which can be considered not good.

Literatures reviewed in this study indicate that ethical conducts have a strong influence on various components of job performance. Understanding responsibility, integrity and competency will contribute tremendously in job performance of secretaries. Without responsibility, secretaries will be dormant and accountable for nothing. In an advanced clime, duties and responsibilities are unambiguously spelt out. Once secretaries are able to do this, they are considered as endangered species who must be well honored. Unfortunately, many secretaries in Polytechnic are given ambiguous roles to play and are left untattered for. Due to the peculiar nature of secretaries' job, there are sometime they work with confidential information or documents that are very important to the organization. Integrity of secretaries has however been compromised due to host of factors among which is economic hardship. When secretaries uphold the value of integrity, this will however influence their job performance as they will stay through to their duties and responsibility.

It was also shown in literature that various components of job performance had a strong positive influence on the components of ethical conduct. However, it was observed in the review of literature on ethical conduct that absence of ethics in an organization leads to all sorts of chaotic scenes, but for absence of ethical conduct in a Polytechnics in Oyo State, one cannot categorically predict what will take place since there is paucity of studies done in this area. Also, literature on independent variables in this study having a relationship with job performance was also not covered in the review. This however, serves as one of the gaps this study tends to cover.



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### **Chapter Three**

#### **Methodology**

This chapter presents the methodology for this study under the following subheadings: research design, population of the study, sampling technique, sample of the study,

instrument for data collection, validation of instrument, reliability of instrument, administration of the instrument and method of data analysis.

### 3.1 Research Design

This study adopts a descriptive survey research design. The use of this design will enable generalization to be conducted using generated findings from the sample size which represents the whole population. This approach to survey design offers the opportunity to collect data at a point in time, and the advantage of this technique is that it has an economic advantage over the longitudinal survey design, and it been less cumbersome. Studies found that this approach to survey design is appropriate in specific circumstances.

### 3.2 Population of the Study

The population of this study comprises four hundred and forty (440) secretaries from the two selected polytechnics in Oyo State; the polytechnic of Ibadan and Ogundoyin polytechnic Eruwa. The polytechnic were selected because the perceived gaps which

S/No	Polytechnic	Population	Sample Size
1.	The polytechnic Ibadan	240	105
2.	Ogundoyin Polytechnic Eruwa	200	100
	<b>Total</b>	<b>440</b>	<b>205</b>

been traced to exist there.

### 3.3 Sample and Sampling Technique

Sample size for the study is 205 secretaries in polytechnic in Ibadan. Krejcie and Morgan sample size table for a known population was used to determine appropriate sample size for the study. The study adopts simple random sampling technique and proportionate to sample sampling techniques. The Krejcie and Morgan table is given below:

**Table 3.2: Table for determining sample size of a known population.**

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	302
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	<b>440</b>	<b>205</b>	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

**Source: Krejcie and Morgan (1970) Sample Size Determinant**

Based on the table, sample size of 205 was arrived at. The third stage involve the usage of proportional sampling technique to select samples from each selected polytechni based on their population. A proportional sample size based on the population of the school is shown in table 3.2

Each proportional sample size is arrived at using proportionate stratified random sample obtained by using Bowley's proportional allocation formular given as:

$$\frac{\text{Sample size x stratum size}}{\text{Population size}}$$

In determining the sample size, this study will use Bowley's population allocation formula:

$$n_i = \frac{n N_i}{N}$$

Where:

$n_i$  = strata proportion

$n$  = sample size

$N_i$  = strata distribution

$N$  = population size

By interpretation, the formula denotes :

$$\frac{\text{Sample size x stratum size}}{\text{Population size}}$$

Sample size for the polytechnic ibadan is given thus:

$$205 \times \frac{240}{440} = 112$$

Sample size for Ogunsanwo polytechnic Eruwa is given thus:

$$205 \times \frac{200}{440} = 93$$

Using the formula, the appropriate sample size for each school was arrived at. The sample size is presented in table 3.3 below.

**Table 3.3: Sample Size Distribution Across the selected Schools**

S/No	Polytechnic	No of Secretaries	Sample Size
1.	The polytechnic of Ibadan	240	112
2.	Ogundoyin Polytechnic Eruwa	200	93
	<b>Total</b>	<b>440</b>	<b>205</b>

**Source: Researcher**

### **3.4 Description of Research Instruments**

The main instrument used for this study is a structured questionnaire. A questionnaire titled “Personal Ethical Conducts and Job Performance of Secretaries at the Polytechnic Ibadan Oyo State, Nigeria” (PECJPSP). (PECJPSP) is divided into three sections as: Respondents demographic, Job Performance (JP) and Personal Ethic Conduct (PEC), which will be used to obtain the needed data for this research.

**Section A** were designed to contain the demographic information of respondents, and this contains the bio-data of respondents measured through four factors which are gender, age, and marital status.

**Section B:** The items contained in this section are options that would address Job Performance. (NAJP) is a 26-item scale which consists of four dimensions; Task Specific Behaviour, Communication Task, Personnel Discipline and Efforts. The items were adapted from existing literatures as a guide in formulating the questions using Carmeli and Freund<sup>21,25</sup>. (Cronbach alpha values of 0.7 were recorded). The scale use a four-point response format of 4= Strongly Agree, 3=Agree, 2=Disagree, 1=Strongly Disagree. Example of questions are; I always fulfill responsibilities specified in my job.

**Section C:** Personal Ethic Conduct (PEC) is an 18-item scale which is of four subsections which are Responsibility, Integrity, Accountability and Competency. These items are adapted from<sup>40, 42,49</sup>. The rating scale were a four-point response format which is based on the following: 4=Strongly Agree, 3=Agree, 2= Disagree, 1=Strongly Disagree.

### **3.5 Validity of Research Instrument**

To validate this study, instrument was gathered through related literature review and adaptation from questionnaires that have been used by other researchers. Content validity were used to assess the internal validity of the research instruments which were ascertained through the supervisor and other experts in information management field. Corrections were made and incorporated in constructing the final questionnaire which were given out to the respondents for the study.

### **3.6 Reliability of the Instrument**

The reliability of the instruments was determined with the use of Cronbach's Alpha in SPSS version 26 software. Reliability of the instruments refer to the level of consistency, stability, and accuracy of the instrument in measuring what it is expected to measure. The questionnaires were also field tested on 10% of the respondents in different locations, and the data were analysed to establish the internal consistency of the items. Thus, these respondents would not be part of the final study.

### **3.7 Method of Data Collection**

A primary data will be collected to address the objectives of the study through a structured questionnaire in line with existing literatures. This instrument works well with a descriptive survey design mainly because it supports the collection of data regarding opinion and perception of respondents at a point in time on current issues.

A letter of introduction and project attestation from the Department of Information Management, Lead City University to each of the selected faculties, departments and units of institutions, were obtained by the researcher to the field of research. Due to number of participants from the selected faculties, departments and units, a three day training were organised for three research assistants to ease the administration, retrieval, and initial sorting of copies of the questionnaires. These research assistants were properly groomed and guided on the method of administration, and they will be sent to the selected units under the selected faculties, departments, and the units of institution at the polytechnic which are the area of study with a specified time frame. However, instructions on how the questionnaires will be filled shall be included and made known and the respondents will be notified that their responses and feedback are strictly for research purposes and the researcher would treat them confidentially. Therefore, questionnaires will be administered in some minutes and retrieved back for scoring.

### **3.8 Method of Data Analysis**

The data collected were analyse, with the researcher, using descriptive statistics for the research questions and inferential statistics for the hypothesis. The descriptive statistics use is appropriate because it helps to describe and summarize data in terms of frequency distribution, mean, standard deviation and percentage of response about the variables under study, which answers the research questions. The hypothesis formulated will be tested with inferential statistics using correlation analysis which will be used mainly to test the hypothesis made. The data collected for the study will be analysed using Statistical Package for Social Science (SPSS), version 26. All the hypotheses in the study are tested at level of 0.05 significance.

## Endnote

1. R.V., Krejcie, & D.W., Morgan, (2020) Determining sample size for Research Activities. *Educational and Psychological Measurement*, 1970. Accessed 30<sup>th</sup> November 2020. <https://www.kenpro.org/sample-size-determination-using-krejcie-and-morgan-table>.
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## Chapter Four

### Results and Discussion

In this chapter, the statistical results of this study is presented and interpreted, revealing the outcomes of the study. The outcomes of the study further answer the stated research questions and hypothesis. Data was analyzed using SPSS version 26.

#### 4.1 Data presentation

A total of two hundred and thirty (220) copies of questionnaires were administered, and two hundred and five (205) copies were returned. After sorting the questionnaires, one hundred and ninety-five (195) copies were certified as duly filled and considered useable. The useable questionnaires represented 88.63% response rate. The high response rate was recorded as the researcher administered the instruments with the help of research assistants who put concerted efforts in reaching out to the undergraduate students in the selected universities and request them to participate in the study. The response results are presented in the table below

**Table 4.1: Response Rate**

<b>Response Rate</b>	<b>Ferquency</b>	<b>Percentage%</b>
Returned and used	195	88.6%
Not Returned/Returned but not used	25	11.4%
Number of distributed Questionnaire	220	100

**Source: Field Survey, 2022**

## 4.2 Descriptive Statistics

This segment presents the descriptive statistics of demographic information of the respondents (gender, age, and marital status) in frequency counts and percentages.

**Table 4.2: Percentage Distribution of Respondents by Gender**

Gender	Frequency	Percentage%
Male	120	61.5%
Female	75	38.5%
Total	195	100

**Source: Field Survey, 2022**

Table 4.2 reveals the percentage distribution of respondents by gender. Out of 195 respondents, 61.5% of them are males while the remaining 38.5% of the respondents are females. This implies that the majority of the respondents are males.

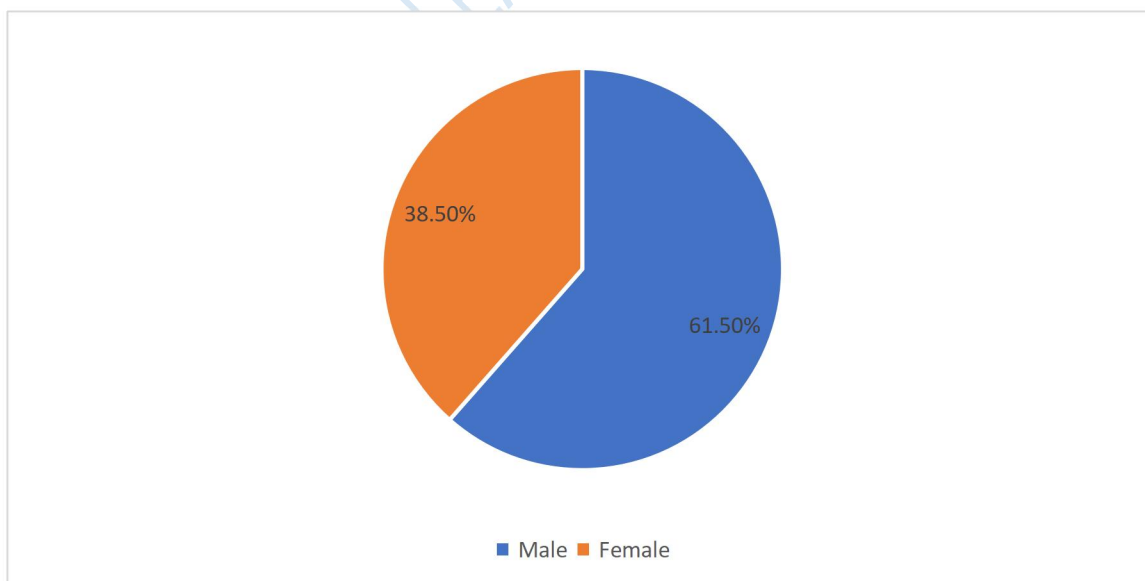


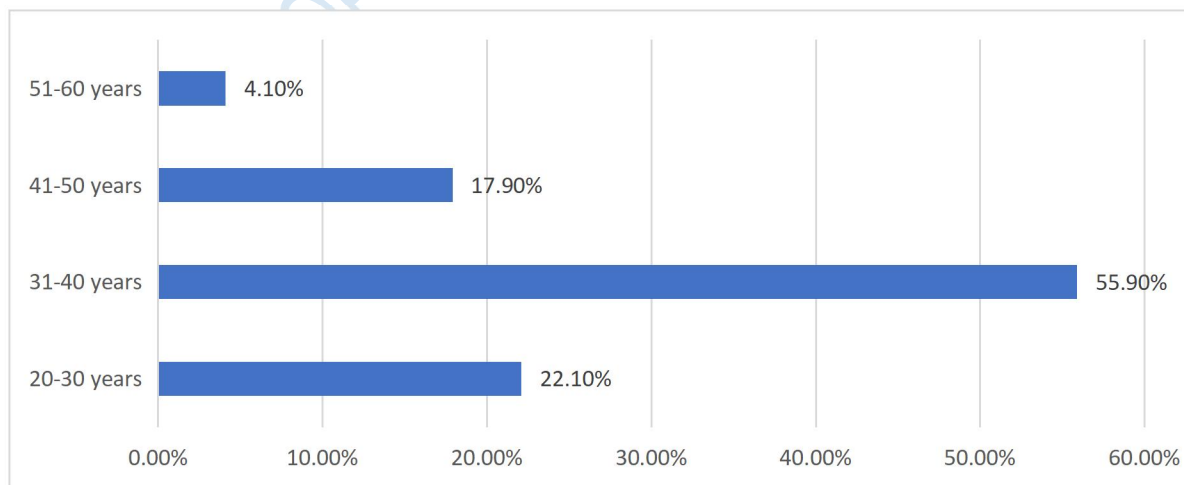
Fig. 4.1: Pie-chart showing the percentage distribution of respondents by gender.

**Table 4.3: Percentage Distribution of Respondents by Age**

Age range	Frequency	Percentage
20-30 years	43	22.1%
31-40 years	109	55.9%
41-50 years	35	17.9%
51-60 years	8	4.1%
Total	195	100

**Source: Field Survey, 2022**

Table 4.3 reveals that out of 195 respondents, 55.9% of them are within the age range of 31-40 years, 22.1% are between age 20-30 years while 17.9% of the respondents are of age 41-50 years and the remaining 4.1% are between age 51-60 years. This implies that the majority of the respondents that participate in this study are between the age range of 31-40 years.



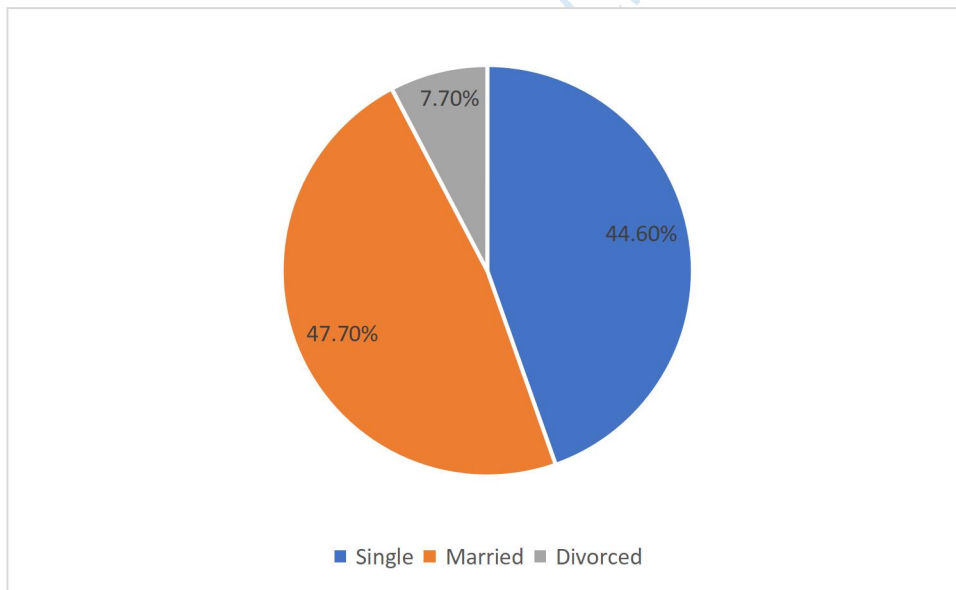
**Fig. 4.2: Bar chart showing the percentage distribution of respondents by age.**

**Table 4.4: Percentage Distribution of Respondents by Marital Status**

Marital status	Frequency	Percentage
Single	87	44.6%
Married	93	47.7%
Divorced	15	7.7%
Total	195	100

**Source: Field Survey, 2022**

Table 4.4 reveals that out of 195 respondents, 47.7% of them are married, 44.6% are single and only 7.7% of the respondents are divorced. This implies that the majority of the respondents are married.



**Fig. 4.3: Pie-chart showing the percentage distribution of respondents by marital status.**

## 4.2: Responses to the Research Questions

**Research Question 1: What is the level of job performance of secretaries at the polytechnic Ibadan?**

**Table 4.5: Showing Response of Respondents Based on the Level of Job Performance of Secretaries**

S/N	Items	VH	H	L	VL	Mean	St. Dv
		4	3	2	1		
<b>Job Specific Task Performance</b>							
1	Achieving the objectives of the job	37 (19%)	70 (35.9%)	41 (21%)	47 (24.1%)	2.49	1.06
2	Displaying skills in all areas of the job; handling tasks with proficiency	34 (17.4%)	79 (40.5%)	40 (20.5%)	42 (21.5%)	2.54	1.02
3	Meeting criteria for performance	70 (35.9%)	34 (17.4%)	46 (23.6%)	45 (23.1%)	2.66	1.19
4	Fulfilling all the requirements of the job	94 (48.2%)	21 (10.8%)	44 (22.6%)	36 (18.5%)	2.89	1.20
5	Carrying out tasks according to job prescription	106 (54.4%)	32 (16.4%)	28 (14.4%)	29 (14.9%)	3.10	1.13
6	Adequate completing of assigned duties	41 (21%)	122 (62.6%)	10 (5.1%)	22 (11.3%)	2.93	0.84
7	Demonstrating expertise in all job-related tasks	35 (17.9%)	49 (25.1%)	68 (34.9%)	43 (22.1%)	2.39	1.02
8	Appearing suitable for a higher-level role	24 (12.3%)	86 (44.1%)	42 (21.5%)	43 (22.1%)	2.47	0.97

9	Fulfilling responsibilities specified in the job	31 (15.9%)	85 (43.6%)	33 (16.9%)	46 (23.6%)	2.52	1.02
10	Planning to meet deadlines	94 (48.2%)	37 (19%)	27 (13.8%)	37 (19%)	2.96	1.18
<b>Communication Task</b>							
11	Forwarding email to appropriate recipients	90 (46.2%)	36 (18.5%)	33 (16.9%)	36 (18.5%)	2.92	1.17
12	Communicating with other employees	17 (8.7%)	100 (51.3%)	48 (24.6%)	30 (15.4%)	2.53	0.86
13	Handling concerns and complaints	34 (17.4%)	112 (57.4%)	25 (12.8%)	24 (12.3%)	2.80	0.87
14	Taking phone messages	99 (50.8%)	37 (19%)	31 (15.9%)	28 (14.4%)	3.06	1.11
15	Communicating with other managements	104 (53.3%)	46 (23.6%)	23 (11.8%)	22 (11.3%)	3.19	1.03
16	Answering and transferring calls in the office	92 (47.2%)	39 (20.0%)	40 (20.5%)	24 (12.3%)	3.02	1.08
<b>Personal Discipline</b>							
17	Working to meet deadlines for goals achievements in my institution	41 (21%)	115 (59%)	21 (10.8%)	18 (9.2%)	2.92	0.83
18	Coming to work on time	41 (21%)	117 (60%)	17 (8.7%)	20 (10.3%)	2.92	0.84

19	Monitoring my institutional progress	64 (32.8%)	111 (56.9%)	9 (4.6%)	11 (5.6%)	3.17	0.76
20	I have zeal to achieve my institutional goals	45 (23.1%)	105 (53.8%)	29 (14.9%)	16 (8.2%)	2.92	0.84
21	Having long term plan for my institution	22 (11.3%)	143 (73.3%)	11 (5.6%)	19 (9.7%)	2.86	0.74
<b>Demonstrating Efforts</b>							
22	Responsiveness to feedback	30.0 (15.4%)	25.0 (12.8%)	22, (11.3%)	11.8 (60.5%)	1.83	1.15
23	Complete task on time	43 (22.1%)	128 (65.5%)	20 (10.3%)	4 (2.1%)	3.08	0.63
24	Consistence in improvement	85 (43.6%)	41 (21%)	41 (21%)	28 (14.4%)	2.06	1.11
25	Take ownership of position	50 (25.6%)	101 (51.8%)	29 (14.9%)	15 (7.7%)	2.95	0.84
26	Creative in work performed	64 (32.8%)	110 (56.4%)	16 (8.2%)	5 (2.6%)	3.19	0.69
Grand mean		2.78					
Decision Rule		Decision rule 1.00 – 1.49= very low, 1.50 – 2.49= low, 2.50 – 3.49 = high, 3.50-4.00= very high.					

**Source: Field Survey, 2022**

Table 4.5 reveals the level of job performance of secretaries according to their mean score. According to results in Table 4.5, 35.9% of respondents rated high that they are achieving the objectives of their job, 24.1% very low, 21% low and 19.0% very high. On

average, the respondents indicated that achieving the objectives of their job has a mean of 2.49. Results also indicated that 40.5% of respondents rated low on displaying skills in all areas of the job, 21.5% very low, 20.5% low, and 17.4% very high. On average, displaying skills in all areas of the job, has a mean of 2.54.

Results also indicated that 35.9% of the respondents rated very high in meeting criteria for performance, 23.6% low, 23.1% very low, and 17.4% high. On average, the respondents indicated that meeting criteria for performance has a mean of 2.66. Results also indicated that 48.2% of the respondents rated very high that they are fulfilling all the requirements of the job, 22.6% low, 18.5% very low, and 10.8% high. On average, the respondents indicated that fulfilling all the requirements of the job has a mean of 2.89. Results also indicated that 54.4% of the respondents rated very high that they are carrying out tasks according to job prescription, 16.4% high, 4.9% very low, and 14.4% low. On average, the respondents indicated that they are carrying out tasks according to job prescription has a mean of 3.10. In respect to adequate completing of assigned duties, 62.6% rated high, 21.0% rated very high, 11.3% rated very low while 5.1% were observed for low. On the average, mean rate of 2.93 was recorded. In respect to demonstrating expertise in all job related task, 34.9% indicated low, 25.1% indicated high, 22.1% indicated very low while 17.9% rated very high. On the average, the mean score of 2.39 were recorded. 44.1% and 22.1% rated high and very low in terms of appearing suitable for a higher level role. On the average, mean score of 2.47 were observed. 43.6% and 23.6% rated high and very low on fulfilling responsibilities specified in the job. On the average, mean score of 2.96 were recorded.

On the dimension of communication task, 46.2% 18.5% rated very high and high when asked if forwarding mail to client is appropriate. On the average, mean of 2.92 was recorded. 51.3% and 24.6% agreed high and low that communicating with others employees. On the average 2.53 was observed. 57.4% and 17.4% indicated high and very high that they are handling concerns and complaining. On the average, mean of 2.80 were recorded. 50.8% and 19% rated very high and high on taking phone messages. On the average, mean score of 3.06 was observed. 53.3% and 23.6% agreed very high and high that communicating with other management. On the average, 3.19 were recorded as mean score. 47.2% and 20.05 rated very high and very low on answering and tranfering calls in the office. On the average, mean of 3.02 was observed. 59.0% and 21.0% rated high and very high on working to meet deadlines for goals achievements in my institution. 2.92 were observed as mean on the average.

60.0% and 21.0% rated high and very high that they come to work on time. On the average, mean of 2.92 was observed. 56.9% and 32.8% rated high and very high that they are monitoring their institution progress. On the average, 3.17 was witnessed,

53.8% and 23.1 % rated high and very high that they have zeal to achieve their own institutional goals. On the average, mean of 2.92 is recorded. 73.3% and 11.3% rated high and very high that they are having long term plan for their institution. On the average, 2.86 were recorded as mean. 60.0% and 15.4% rated very low and very high that there is responsive feedback. On the average, 1.83 were recorded as mean score. 65.5% and 22.1% attested high and very high that they complete task on time. On the average, mean score of 3.08 was observed. 43.6 and 21.0% agreed very high and high that there is consistence in improvement. 51.8% and 25.6% rated high and very high that they take

ownership of their position. On the average, mean score of 2.95 were recorded. 56.4% and 32.8% were high, and very high in terms of creative in work performed. On the average, 3.19 was achieved as a mean.

**Research Question 2: What personal ethical conducts (responsibility, accountability, competence, and integrity) are in place at the polytechnic Ibadan?**

**Table 4.6: showing the response of respondents based on personal ethical conducts**

S/N	Items	SA	A	D	SD	Mean	St.
		4	3	2	1		Dv
<b>Responsibility</b>							
1	I am responsible for the work I do	88 (45.1%)	63 (32.3%)	21 (10.8%)	23 (11.8%)	3.11	1.01
2	The institution allows me to perform my job	75 (38.5%)	64 (32.8%)	30 (15.4%)	26 (13.3%)	2.96	1.04
3	I am committed to doing the task assigned to me	78 (40%)	68 (34.9%)	29 (14.9%)	20 (10.3%)	3.05	0.98
4	The employee accepts the consequences afterwards	32 (16.4%)	83 (42.6%)	49 (25.1%)	31 (15.9%)	2.59	0.94
5	Employee shifts the blame on someone else	51 (26.2%)	80 (41%)	44 (22.6%)	20 (10.3%)	2.83	0.93
<b>Integrity</b>							
6	Employee is reliable and easier to work with	76 (39%)	12 (6.2%)	57 (29.2%)	50 (25.6%)	2.58	1.24

7	I lead by example	10	61	33	91	1.95	0.99
		(31.3%)	(46.7%)	(16.9%)	(5.1%)		
8	Employee is honest with his/her job	10	94	49	42	2.37	0.88
		(5.1%)	(48.2%)	(25.1%)	(21.5%)		
<b>Accountability</b>							
9	Employee is responsible for his/her action	129	22	37	7	3.40	0.92
		(66.2%)	(11.3%)	(19%)	(3.6%)		
10	I agree to any mistake in the course of my discharge of duties	7	94	64	30	2.40	0.79
		(3.6%)	(48.2%)	(32.8%)	(15.4%)		
11	Employee fix the problem caused during my job performance	2	82	80	31	2.28	0.74
		(1%)	(42.1%)	(41%)	(15.9%)		
12	Employee takes responsibility of the results	7	102	60	26	2.46	0.77
		(3.6%)	(52.3%)	(30.8%)	(13.3%)		
13	I am committed to my job	4	87	70	34	2.31	0.78
		(2.1%)	(44.6%)	(35.9%)	(17.4%)		
14	I complete the task assigned	7	101	35	52	2.32	0.91
		(3.6%)	(51.8%)	(17.9%)	(26.7%)		
<b>Competency</b>							
15	Employee has the skill	12	92	54	37	2.41	0.86

	required for the job	(6.2%)	(47.2%)	(27.7%)	(19%)		
16	I have knowledge of the job	12	90	48	45	2.35	0.90
		(6.2%)	(46.2%)	(24.6%)	(23.1%)		
17	Being competence contribute to the success of my job	13	82	62	38	2.36	0.87
		(6.7%)	(42.1%)	(31.8%)	(19.5%)		
18	Increasing knowledge has a great impact on my job	75	27	44	49	2.66	1.22
		(38.5%)	(13.8%)	(22.6%)	(25.1%)		
	Grand Mean	2.58					
	Decision Rule	Decision rule 1.00 – 1.49= very low, 1.50 – 2.49= low, 2.50 – 3.49 = high, 3.50-4.00= very high.					

**Source: Field Survey, 2022**

Table 4.5 reveals the personal ethical conducts (responsibility, accountability, competence, and integrity) that are in place for secretaries according to their mean score.

**Source: Field Survey, 2022**

Table 4.6 reveals the personal ethical conducts (responsibility, accountability, competence, and integrity) that are in place for secretaries according to their mean score.

Majority of the respondents strongly agreed that I am responsible for the work I do (45.1%), strongly agreed that the institution allows me to perform my job (38.5%), strongly agreed that I am committed to doing the task assigned to me (40%). Also, the respondents agreed that The employee accepts the consequences afterwards (42.6%), agreed Employee shifts the blame on someone else (41%), strongly agreed that Employee is reliable and easier to work with (39%), strongly disagreed that I lead by example

(31.3%), agreed that Employee is honest with his/her job (48.2%), strongly agreed that Employee is responsible for his/her action (66.2%), agreed to any mistake in the course of my discharge of duties (48.2%), agreed that Employee fix the problem caused during my job performance (42.1%), agreed that Employee takes responsibility of the results (52.3%), agreed that I am committed to my job (44.6%), agreed that I complete the task assigned (51.8%), agreed that Employee has the skill required for the job (47.2%), agreed that I have knowledge of the job (46.2%), agreed that Being competence contribute to the success of my job (42.1%) and strongly agreed that Increasing knowledge has a great impact on my job (38.5%). By implication, based on the grand mean, majority of the respondents reported that I am responsible for the work I do, The institution allows me to perform my job, I am committed to doing the task assigned to me, The employee accepts the consequences afterwards, Employee shifts the blame on someone else, Employee is reliable and easier to work with, Employee is responsible for his/her action and Increasing knowledge has a great impact on my job; are the personal ethical conducts of secretaries that are in place at polytechnic, Ibadan.

#### 4.3 Test of Hypothesis

**Hypothesis 1: There will be no significant influence of personal ethical conducts on job performance of secretaries at the polytechnic Ibadan.**

**Table 4.7: PPMC Summary Showing the Relationship Between Job Performance And Personal Ethical Conduct**

Variables	N	Mean	St. Dv	df(n-2)	R	Sig.	r <sup>2</sup>
Job performance	195	72.389	8.316	193	0.323	0.000	0.104
Personal ethical conduct	195	46.400	6.690				

**Source: Field Survey, 2022**

Table 4.7 reveals that there is a significant influence of personal ethical conducts on job performance of secretaries at the polytechnic Ibadan;  $r(193) = 0.323$ ,  $p < 0.05$ ,  $r^2 = 0.104$ . Thus, the null hypothesis is rejected. The table further reveals that personal ethical conducts accounted for 10.4% change in the variation of job performance. By implication, this means that the higher the influence of personal ethical conducts the higher the job performance of secretaries at polytechnic of Ibadan.

#### **4.4 Discussion of Findings**

The first research question of the study is focused on measuring the level of job performance of secretaries at polytechnic Ibadan, Oyo state, Nigeria. The result of the descriptive statistics revealed that the level of job performance of secretaries is moderately high given the overall mean score of 2.78. This suggests that the respondents agree with the statements that represents the level of job performance such as task specific behaviour, communication task, personnel discipline and efforts. However, the managements of polytechnic Ibadan should be definitive on practices and policies that will improve the level of secretaries' job performance at different levels of the institution; faculties, department and units of the institution.

The second research question of the study focused on identifying the personal ethical conducts that are in place at polytechnic, Ibadan, Oyo state. The result of the descriptive statistics revealed that the overall mean score for these personal ethical conducts is 2.58. This suggests that the respondents agree with the statements that represent personal ethical conducts such as responsibility, integrity, accountability and competency. However, managements of polytechnic, Ibadan should put in place measures and

practices that will improve the ethical conducts of secretaries as it affects how job is been done at different levels of the institution.

The hypothesis is a result of correlation analysis for the influence of personal ethical conducts (task specific behaviour, communication task, personal discipline and efforts) on the job performance of secretaries at polytechnic, Ibadan, Oyo state, Nigeria. The study revealed that personal ethical conducts have significant influence on the job performance of secretaries at Polytechnic, Ibadan, Oyo state, Nigeria. Hence, the study rejects the null hypothesis made which states that there will be no significant influence of personal ethical conducts on job performance of secretaries at polytechnic of Ibadan, Oyo state. The findings of the hypothesis found supports in prior to empirical studies. To take for example, a study titled “Relationship of core self-evaluations to goal setting, motivation, and performance” which was examined by Judge, Locke and Durham as a dispositional predictor of job satisfaction involves four personality dimensions: locus of control, neuroticism self-esteem and self-efficacy. The study reveals that people with high core self-evaluation will be more motivated to perform well because they are confident and have the ability to do so and the way people appraise themselves using core self-evaluation has the ability to predict positive work outcomes. This is because the personal ethics developed in themselves allow them to work effectively and yield a very positive outcomes, useful for their growth and the organization growth.

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DO NOT

## **Chapter Five**

### **Conclusion**

This chapter presents and discusses the summary of findings, conclusions and provides useful recommendations, contributions to knowledge and suggestions for further studies.

#### **5.1 Summary of Findings**

The main objective of this study is to investigate the influence of Personal ethical conducts on job performance of secretaries at the polytechnic Ibadan in Oyo state, Nigeria.

The data generated were sorted, coded, and analyzed to establish the statistical significance of the influence of personal ethical conducts on job performance of secretaries at the polytechnic Ibadan in Oyo state, Nigeria, and final acceptance of the hypothesis was made. From the interpretation of analyses of data collected and findings of the study, the following can be summed up as the main empirical findings of this study:

- i. The level of job performance is moderately high in secretaries at polytechnic, Ibadan, Oyo state, Nigeria.
- ii. The personal ethical conducts in place at polytechnic Ibadan are determined

- iii. Personal ethical conducts significantly influence secretaries' job performance in polytechnic, Ibadan Oyo state, Nigeria.

## **5.2 Conclusion**

The study shows that there is a significant relationship between personal ethical conducts and job performance of secretaries at polytechnic, Ibadan. The result is the influence of ethics conduct such as task specific behaviour, communication task, personnel discipline and efforts all have an influence on the effectiveness of job performed by the secretaries at polytechnic Ibadan. It proves that personal ethical conducts will result high in secretaries' job performance and indicates that the implementation of work ethics can help organization to achieve great performance in overall. However, the factor loading shows that the causal effect of personal ethical conducts in job performance is low and in moderate relationship. This is due to the other variables that may affect job performance such as job satisfaction, job involvement and organization commitment.

## **5.3 Recommendations**

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

- i. Managements of the institution should put in place rules that will serve as guidelines on how appropriate secretary staffs should be ethically condone
- ii. The managements should set out criteria when employing secretaries whether at the faculty levels, departments, or units of the institution level
- iii. Managements should organize seminars, training, ethics talk, one on one talk with ethics professionals on how to improve secretary's staffs' ethical conducts and the influence it has on their job performance and the institutions' growth

#### **5.4 Contribution to Knowledge**

The study offers significant contribution to literature conceptually, theoretically and empirically.

Conceptually, the study focused on identifying gaps of literature pertaining to personal ethical conduct and job performance. The conceptual frame work of this study equally offers conceptual contribution as it was constructed by the researcher, analysed and identified in literature. Being the first model to combine dependent (Job Performance) and independent (Personal Ethical Conduct) variables with measures ranging from () and (Responsibility, Integrity, Accountability and Competence). The model can also be adopted to suit future studies.

Empirically, the study is able to add to recent literature on the personal ethical conduct and job performance of secretaries at the Polytechnic Ibadan Oyo state. Even though studies on personal ethical conduct and job performance abound at the Polytechnics, however, empirical study from the Polytechnic Ibadan seem to be few in this regard. This is to say that not much is known about how knowledge retention moderates the personal ethical conduct and job performance of secretaries at the Polytechnic Ibadan in Oyo state. Hence by the virtue of the hypothesis examined, the study becomes abasis for reference for future studies on personal ethical conduct and job performance. All these points mentioned lay emphasis on the fact that this study offers significant contribution to knowledge and has practical implication for the secretaries at the Polytechnic Ibadan in Oyo state.

#### **5.5 Area of Further Studies**

This study focused on four dimensions of job performance; it is suggested that further studies be carried out to examine other dimensions of job performance which are not considered in this study. Also, the study focused on the Polytechnic Ibadan, it is suggested that further studies consider all the Polytechnics in Oyo state and may also extend the population to Southwest, Nigeria.

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**Appendices**  
**Lead City University**  
**Department of Information Management**

Dear Respondents,

This survey is meant to collect relevant information from all secretaries' staff of the Polytechnic Ibadan to aid assessment of the influence of personal ethics conducts on job performance. The information required is strictly for academic purpose and any information provided would be treated with the utmost confidentiality and shall be used only for the intended purpose. Your candid opinion is highly solicited. It will be much appreciated if you could spare some minutes to complete this questionnaire

Thank you.

The Researcher

#### Section A: Bio-Data

Instruction: Kindly tick the following:

1. Gender (a) Male  (b) Female

2. Age: 20 – 30  31-40  41-50  51-60  61 and above

3. Marital status: Single  Married  Divorced

4. Highest level of Education: Master's Degree  B.Sc.  HND  OND  SSCE

others (specify)\_\_\_\_\_

#### Section B: Non-Academic Job Performance

Instruction: Please tick the option that best explain your idea of job performance in your institution using the following scale:

Note: (Key) Very High (VH), High (H), Low (L), Very Low (VL)

S/N	Items	VH 4	H 3	L 2	VL 1
	<b>Job Specific Task Performance</b>				
1	Achieving the objectives of the job				
2	Displaying skills in all areas of the job; handling tasks with proficiency				
3	Meeting criteria for performance				
4	Fulfilling all the requirements of the job				
5	Carrying out tasks according to job prescription				
6	Adequate completing of assigned duties				
7	Demonstrating expertise in all job-related tasks				
8	Appearing suitable for a higher-level role				
9	Fulfilling responsibilities specified in my job				
10	Planning to meet deadlines				
	<b>Communication Task</b>				
11	Forwarding email to appropriate recipients				
12	Communicating with other employees				
13	Handling concerns and complaints				

14	Taking phone messages				
15	Communicating with other management				
16	Answering and transferring calls in the office				
	<b>Personal Discipline</b>				
17	Working to meet deadlines for goals achievements in my institution				
18	Coming to work on time				
19	Monitoring my institutional progress				
20	I have zeal to achieve my institutional goal				
21	Having long term plan for my institution				
	<b>Demonstrating Efforts</b>				
22	Responsiveness to feedback				
23	Complete task on time				
24	Consistence in improvement				
25	Take ownership of position				
26	Creative in work performed				

### Section C: Personal Ethical Conduct

Instruction: Please the option that best explains your idea or view of personal ethical conducts in your institution using the following scale.

Note: (Key) Strongly Agree (SA), Agreed (A), Disagree (D), Strongly Disagree (SD)

S/N	Items	SA	A	D	SD
		4	3	2	1
	<b>Responsibility</b>				
1	I am responsible for the work I do				
2	The institution allows me to perform my job				
3	I am committed to doing the task assigned to me				
4	The employee accepts the consequences afterwards				
5	Employee shifts the blame on someone else				
	<b>Integrity</b>				
6	Employee is reliable and easier to work with				
7	I lead by example				
8	Employee is honest with his/her job				
	<b>Accounting</b>				
9	Employee is responsible for his/her action				
10	I agree to any mistake in the course of my discharge of duties				
11	Employee fix the problem caused during my job performance				
12	Employee takes responsibility of the results				
13	Committed to my job				
14	Complete the task assigned				
	<b>Competency</b>				
15	Employee has the skill required for the job				
16	I have knowledge of the job				
17	Being competence contribute to the success of my job				

18	Increasing knowledge has a great impact on my job				
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## Biodata

### Personal Data

- 1. Full Name:** BABAWIBE, Kehinde Olayinka  
55, Mercedes Benz road, Alapinni Area, Boluwaji,  
off Lagos /Ibadan express way, Ibadan
- Email:** [fatherbjay@gmail.com](mailto:fatherbjay@gmail.com)  
**Phone No:** 08067470510
- Date and Place of Birth:** February 4, 1977      Ogun State  
**Nationality:** Nigerian  
**Marital Status:** Married  
**No. of Children & their ages:** Two (9years and 7years)
- Name and Address of Spouse:** Mr. Mobolaji Babawibe  
50 Asalu Street, Abaranje Road, Ikotun, Lagos  
08057794653    [fathermoj@yahoo.com](mailto:fathermoj@yahoo.com)
- Name and Address of Next of Kin:** Mr. Mobolaji Babawibe  
50 Asalu Street, Abaranje Road, Ikotun, Lagos.  
08057794653    [fathermoj@yahoo.com](mailto:fathermoj@yahoo.com)

**Date of Assumption of Duty in current establishment:** January 10, 2011  
**Status on first appointment in current establishment:** Administrative Officer/  
Secretary

**Department:** Registry

## A. Educational Background

### 1. Educational Institutions Attended with Dates and Qualification:

#### Higher Educational Institutions Attended with Dates & Qualification

The Polytechnic Ibadan (Ordinary National Diploma)  
2001 – 2003                      The Polytechnic Ibadan (Higher National Diploma)  
2005 – 2007

Lead City University Ibadan (PGD in view)  
2021-2022

#### Secondary Education

St. Annes School, Molete, Ibadan  
1989 - 1996

#### Primary Education

Imowo United Anglican School, Ijebu-Ode  
1983 – 1988

## B. Working Experience: With Dates

Jaamabob Communications, Ibadan (Industrial Attachment)  
2004 – 2005

#### Duties:

- Secretary to the Chief Executive Officer
- Typing of Documents
- Printing on souvenirs like T-Shirts, Handkerchiefs and mugs
- Attending to clients

Legal Department, Etsako Central Local Government, Fugar, Edo State (NYSC)  
2008 – 2009

#### Duties:

- Administrative Duties

- Typing and filling of documents
- Recording movement of files within the department
- Attending to clients

Jaamabob Communications, Ibadan  
2009 – 2010

**Duties:**

- Secretary to the Chief Executive Officer
- Typing of Documents
- Printing on souvenirs like T-Shirts, Handkerchiefs and mugs
- Attending to clients

**C. Services in Lead City University**

**Exams & Records Unit**

January 2011-March 2022

Position: Administrative Officer

**Duties:**

- Attending to students' mails
  - Preparation of statement of results/Certificate of students
  - Computing of students' grades
  - Processing of students' academic transcripts
  - Filing of students' results
- Preparation of results for senate meeting

**Office of the Registrar**

March

2022 to date

**Duties:**

- Attending to letters and correspondences
- Receiving and replying of mails
- Attending to Visitors
- Attending to staff and students' matters
- Drafting and typing letters and memos

**Workshops/Training Attended:**

Workshop on Office Procedure & Administration  
2011

June

Ethical Conduct in Workplace

July 2018

Workshop on promoting customer satisfaction in the administrative system  
February 2020

Upskilling and Reskilling for effective service delivery in the automation age  
November 2021

A day seminar on widening skill gap and the future of work

April 2022

**Membership of Professional Bodies**

Nigerian Institute of Management Chartered (Graduate Membership) Step 1 & 2

**Extra Curricular Activity :** Playing Volley Ball

**Referees**

**Professor Ronke Baiyeroju**

Deputy Vice Chancellor, Academic  
University of Ibadan  
Tel: 08033692195

**Pastor Biodun Adesina**

New Covenant Church, Samonda  
Ibadan  
Tel: 08023113054

.....  
Signature

.....  
Date

**University Compliance Certification**

This is to certify that this Thesis written by Kehinde Olayinka BABAWIBE with matriculation No. LCU/PG/002340 in the department of Information Management of the Faculty of Communication and Information Sciences, Lead City University, Ibadan is in full compliance with the approved University format and style.