LEADERSHIP STYLE AND DEMOGRAPHIC DETERMINANTS OF ETHICAL WORK BEHAVIOUR AMONG ORGANISATIONS IN JOS-NIGERIA

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Abstract

The door for unethical behaviour has been swung open in most companies by excess focus on short-term profit as an exclusive measure of success. The cost of this behaviour has become phenomenal. Studies have shown how debilitating dishonesty can be in the workplace. This empirical study examined leadership style and demographic determinants of ethical work behaviour among organisations in Jos, Plateau State, Nigeria. Using ex-post facto research design, a total of 200 employees were purposively selected comprising 101 from private sectors and 99 from public sectors with mean age of 35.27 and standard deviation of 9.87. A regression analysis showed that transformational and transactional leadership styles jointly and separately predicted ethical work behaviour. A t-test of independent samples revealed that age and gender influenced ethical behaviour while a One-way ANOVA showed significant influence of work experience, job status, education, and marital status on ethical

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work behaviour. The study recommends frequent ethical base trainings both for organizational leadership and employees, among others.

Keywords: Demographic determinants, Ethical behaviour, Leadership.

STYLE DE LEADERSHIP ET DÉTERMINANTS DÉMOGRAPHIQUES DU COMPORTEMENT DE TRAVAIL ÉTHIQUE PAR LES ORGANISATIONS DE JOS-NIGERIA

Abstrait
La plupart des entreprises ont ouvert la porte à un comportement contraire à l'éthique en mettant l'accent sur le profit à court terme en tant que mesure exclusive du succès. Le coût de ce comportement est devenu phénoménal. Des études ont montré à quel point la malhonnêteté peut être débilitante sur le lieu de travail. Cette étude empirique a examiné le style de leadership et les déterminants démographiques du comportement éthique au travail parmi les organisations de Jos, dans l'État du Plateau, au Nigéria. En utilisant la conception de la recherche ex post facto, un total de 200 employés ont été sélectionnés à dessein, dont 101 du secteur privé et 99 du secteur public avec un âge moyen de 35,27 ans et un écart type de 9,87. Une analyse de régression a montré que les styles de leadership transformationnel et transactionnel prédisaient conjointement et séparément le comportement de travail éthique. Un test t sur des échantillons indépendants a révélé que l'âge et le sexe influençaient le comportement éthique, tandis qu'une ANOVA à une voie révélait une influence significative de l'expérience professionnelle, de la situation professionnelle, de la formation et de l'état matrimonial sur le comportement éthique au travail. L'étude recommande de fréquentes formations de base en matière d'éthique à la fois pour les dirigeants d'entreprise et les employés, entre autres.

Mots-clés: Déterminants démographiques, comportement éthique, leadership.

Introduction
The world is daily inundated by the news of ethical scandals in firms among owners and employees. This ethical scandals manifest in different shades of breach of fiduciary such as sexual harassments, briberies, kickbacks, embezzlements to name but a few. Due to this menace and the increased pressure for organizational efficiency, ethics have gained extensive attention among organisational and socio-anthropological studies (Hassan, 2015; Khokhar & Zia-ur-Rehman, 2017). Unethical behaviour is one of the avenues to easily lose stakeholders' trust and consumers' confidence. The famous Lehman Brothers, Enron scandal, Arthur Andersen, WorldCom, Vietinbank scams and other high-profile ethical misconducts across Europe, America and Asia in 2017; as well as occurrences of sexual harassments, embezzlements, briberies and kickbacks that took place in Fox News Chanel, Samsung Electronics Company, Uber, Media and Entertainment Firms among others (Plus, 2014; Shen, 2017) are inimical to organisations.

Robbins and Coulter (2012) defined ethics as the "principles, values, and beliefs that define right and wrong decisions and behaviour" (p.130), or as widely practiced social standards for what is right or wrong in a particular situation (Lewicki, Barry & Saunders, 2010). Ethical behavioural guidelines in the workplace often include placing a high level of

importance on dedication and the belief that all organizational leaders specify what acceptable behaviour is and what it is not when hiring employees (Yammarino, Mumford, Serban, & Shirreffs, 2013). Unethical behaviour is a harmful phenomenon that damages the reputation of organisations. Management's acceptance of unethical behaviour affects employee morale (Trevino & Nelson, 2014). International literature on ethical and moral behaviour specifically in the organisational context revealed that a number of factors impacting on ethical behaviour in organisations world-wide. Among many factors such as personality differences and situational factors, the study focused on leadership style and demographic factors as assumed in literatures to have significant influences on ethical work behaviours (Dobrijević, Boljanović & Džamić, 2015).

Although there are numerous theories and concepts, leadership is typically applied in the context of change and influence. Yukl (2010) defined leadership as "process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives" (p.8). From the current leadership theories the present study draws from the categorization of transformational and transactional leadership (Bass & Avolio, 2000). Transformational leadership integrates the elements of empathy, compassion, sensitivity, relationship building, and innovation (Jin, 2010). It fosters a climate of trust, nurtures employees' confidence, and encourages their individual development. Transactional leadership is an exchange process. It is a matter of contingent reinforcement of employees (rewards or punishments) for desirable or undesirable behaviours. Transactional leaders generally use organizational bureaucracy, policy, power, and authority to maintain control; this style of leadership is occasionally referred to as authoritative (Bennet, 2009). Leaders via demonstrating qualities of honesty, openness, collective motivation, altruism, trustworthiness, justice and fair treatment (Brown, Trevino, and Harrison, 2005) contribute at every stage of behavioural process in the organisations. Despite these well documented leadership attributes, it is not yet clear how leadership style facilitate ethical work behaviour among the employees as various past study in the field have linked employee ethical behaviour to ethics-based leadership such as ethical leadership and charismatic ethical leadership, but scarcely have investigated ethical behaviour in relation to transactional and transformational leadership (Brown &Trevino, 2006).

Another focus of the study is demographic variable. Researches have shown conflicting opinions on the impact of various demographic variables on ethical behaviour. For instance, studies by Kelly, Ferrell and Skinner (1990) and Albaum (2006) ascribed differences in gender ethicality and claimed that women have higher ethical standards. On the other hand, some studies did not find any effects of gender or age on individual ethical standards, *e.g.* Dobrijević (2014). Although the findings are not unanimous, older and more educated persons tend to behave more ethically than younger and less educated persons (Deshpande, 1997). Previous research has yielded inconclusive evidence regarding this assertion as education had no significant effect on ethical behaviour (McClaren, 2000). Irrespective of the above literature, ethical standards are quite different across cultures (Michaelson, 2010). It is this cultural inclinations that influence individual's decisions and since most of these studies are based in the west, a study of the influence of demographic variables on ethical behaviour among employees of organisations in Nigeria is not out of place.

Statement of the Problem
A focus on short-term profit as an exclusive measure of company's success has eroded trust and opened the door for unethical behaviour (Lin-Hi & Blumberg, 2012). Leaders and

employees alike, irrespective of creed, are not so concerned about ethical principles as far as operational, production, market and general targets are met. This business approach has led to recurrent incidence of behavioural misdemeanor among workforce of some organisations (Moncarz, Moncarz, Cabello& Moncarz, 2006, Plus, 2014; Shen, 2017; Soniyi, 2012). This seems problematic because leadership has a juxtaposed task of balancing the responsibility of ensuring a profiting venture as well as maintaining the ethical reputation demographically divers organisation. Most past studies' attempt to address this problem have only been limited to ethical leadership with very few on the influence of leadership style on ethical work behaviour (Brown &Trevino, 2006; McCormick, 2011).

Also, extant research in Europe and Asia maintained that demographic factors predict ethical behaviour in organisations, however it has not been ascertained that the unethical behaviour such as briberies, tardiness, absenteeism, lateness, loafing, shirking as well as thefts, frauds, embezzlements, kickbacks and other workplace abuses perpetrated among public and private sectors in Nigeria are determined by incompetent leadership or demographic variables (Osae-Brown & Uzor, 2011; Soniyi, 2012). On this note, the present study intend to find out if leadership style and socio-demographic variables would significantly influence ethical behaviour among selected organisations in Jos, North-Central Nigeria.

Objectives of the Study
The main objective of this current study is to compare the influences of leadership style and demographic variables on ethical behaviour among private and public sectors in Jos-Nigeria. Specifically, the objectives of the study are to:
  (i) Find if transformational and transactional leadership style have significant joint effects on ethical work behaviour.
  (ii) Ascertain if age will significantly influence ethical work behaviour.
  (iii)Know if there is a significant difference between male and female on ethical work behaviour
  (iv)Determine the influence of job status on ethical work behaviour.
  (v) Examine if work experience would significantly influence ethical work behaviour.
  (vi) Ascertain if educational qualification would significantly ethical work behaviour
  (vii). Find if marital status would significantly influence ethical work behaviour.

Research Hypotheses
The following are hypothetical statements testable by the study:
  (i) There is a significant joint effect of transformational and transactional leadership style on ethical work behaviour.
  (ii) Age will significantly influence ethical work behaviour.
  (iii)There is significant difference between male and female on ethical work behaviour.
  (iv)Job status will significantly predict ethical work behaviour.
  (v) Work experience will significantly influence ethical work behaviour.
  (vi)Educational qualification will significantly influence ethical work behaviour
  (vii). Marital status will significantly influence ethical work behaviour.

Significance of the study
The importance of this study was its potential to extend or contribute to the existing knowledge of a leadership and leadership's ability to make ethical decisions. This study is

also important to business leaders and management alike because of the perceived importance of ethical behaviour in the workplace for enhancing honesty, respect, integrity, justice, accountability, trustworthiness, cooperation, intuition, and quality. This study contributes to the efficient practice of business by addressing the viewpoint of leaders in making decisions that affect the decisions of others, enhance morality, boosts loyalty, productivity and profitability. The study expands knowledge on the demographic determinant of ethics and how management can plan for eventual change needed. Results of this study may contribute to positive social change through the relationship between leadership style, ethical behavior and demography as organisational members are by extension members of the larger society.

Methods of Research

Research Design.
Ex–post facto design was adopted because the variables were measured as they occurred without any dominant manipulations done by the study. The study comprises two independent variables namely leadership style occurring at two levels (transformational and transactional leadership style) and demography occurring as age, gender, marital status, job status, sector, organisational type, work experience and education while the dependent variable is ethical work behaviour.

Participants
Two hundred (200) employees purposively selected from two private organizations ant two public organizations participated in the study. The private sectors comprise of MTN- Nigeria 52 and NASCO Nig. Limited 49 participants while the public sectors comprise Jos University Teaching Hospital (JUTH) 50 and 49 participants from the University of Jos (Unijos). Participants comprises of 103 males and 97 female while their mean age is 35.27 and standard Deviation is 9.87.

Instruments
Three instruments were used to gather data. One was a simple self-report close ended questionnaire that assessed demographic variable as age, gender, marital status, job status, sector, organisational type, work experience and education. The second one was the Leadership style, by Bass and Avolio's (2000) with 21-item Multifactor Leadership Questionnaire (MLQ), rated on a 5-point Likert scale that ranged from "Not at all" (1) to "Frequently" (5). The third one was the 16-item Ethical Climate Questionnaire (ECQ), by Cullen, Parboteeah, and Victor's (2003) rated on 6-point Likert scale of one "completely false" to six "completely true".

Pilot Study.
Thirty employees participated in a pilot study to ascertain cultural relevance and quality of measurability of scales. Exploratory factor analysis (EFA) using principal component method with varimax rotation was conducted on leadership style and ethical climate. According to Eroglu (2008), statistic greater than 0.50 would indicate that the scale is suitable for statistical analysis. Factor analysis result revealed that leadership style loaded into two factor with .63 - .90 statistics. Ethical work behaviour measured in a single factor loaded .89 statistics. The reliability coefficients (Alpha) of each scale; perceived leadership style (.94), ethical work behaviour (.73), transformational (.93) and transactional leadership style (.83) are sufficient based on Nunnaly (1978) who maintained a 0.70 and above reliability coefficient (Alpha).

Procedures.
Permission was granted from the relevant authorities of organisation (staff of MTN, Nigeria, NASCO Nigeria Ltd., University of Jos and Jos University Teaching Hospital (JUTH) in Jos, Plateau State, Nigeria. The purposively selected participants had their confidentiality and voluntary participation assured. Out of the 300 questionnaires administered with the aid of personal coordinator under the condition of anonymity, 220 were returned and 200 found useable were scored, processed and analyzed using SPSS. The remaining 20 had missing information and therefore discarded. Questionnaire administration and collection took about five weeks.

Method of data analysis
Demographic information and research questions were analyzed using descriptive statistics while inferential statistics such as simple linear regression was used to analyze the hypotheses. Value of change caused to ethical work behaviour was assessed by regression analysis, and t-test. A one-way ANOVA was used to analyze hypothesis four to six since the the single independent variables occurred at more than two levels.

Results

Table 1: Simple linear regression analysis showing transformational leadership style (TFL) and transactional leadership style (TSL) on ethical work behaviour

	Sum of Squares	df	Mean Square	Means	Std. dev.	R^2	F	P	ß	t	P
TFL	8919.107	2	4459.553	47.96	11.09				.34	3.57	.00
	15706.88	197	79.730			.36	55.93	. 00			
TSL	24625.995	199		35.175	7.51				.29	3.08	.00

Table one presents the result of hypothesis one which states that there would be a significant joint effect of transformational and transactional leadership style on ethical work behaviour. The hypothesis was significant (R^2=.36; F(2, 197)=55.93; p<.05), indicating that 36% variance on ethical work behaviour was jointly accounted for by transformational and transactional leadership style. The transformational (ß=.34;t=3.57;p<.05) and transactional (ß=.29;t=3.08; p<.05) leadership style separately predicted ethical work behaviour. Therefore, hypothesis one is fully supported.

Table 2: T-test of independent samples showing the influence of age on ethical work behaviour

Age	N	Mean	Std. deviation	df	T	P. value	Decision
Younger Employees (18-35)	95	62.72	11.03			.014	
				198	2.49	(<.05)	**Sig.**
Older Employees (36-60+)	135	66.58	10.93				

Table two presents the result of hypothesis two which states that age would significantly influence ethical work behaviour. The hypothesis was significant (t =2.49; df =198; p<.05). Older employees (135; 66.58) significantly reported higher ethical behaviour than the younger employees (95; 62.72). The hypothesis was retained.

Table 3: T-test of independent samples showing the difference of male and female on ethical work behaviour

Gender	N	Mean	Std. deviation	df	T	P. value	Decision
Male	103	68.84	10.22			.000	
				198	5.77	(<.05)	**Sig.**
Female	97	60.40	10.42				

Table three presents the result of hypothesis three which states that there would be significant difference between male and female on ethical work behaviour. The hypothesis was significant (t=5.77; df =198;p <.05). Males (103; 68.84) significantly reported higher ethical behaviour than female (97; 60.402). The hypothesis was retained.

Table 4: One-Way ANOVA showing the influence of Job status on Ethical work behaviour

Source	Sum of Square	df	Mean Square	Job Status	N	Mean Score	SD	F	P	Decision
Between Groups	1986.65	2	993.32	Rank and File	98	66.38	9.90		.000	
Within Groups	22639.34	197	114.92	Supervisors+	72	60.72	11.42	8.64	(<.05)	**Sig.**
Total	**24625.99**	**199**		Managers+	30	69.07	11.56			

Table four presents the result of hypothesis four which states that job status would significantly predict ethical work behaviour. This hypothesis was significant (F (2, 197) = 8.64; p<.001. Managers and above (30; 69.07) significantly reported more ethical behaviour above supervisors and above (72; 60.72) and Rank and file (98; 66.38). Hypothesis four was retained.

Table 5: One-Way ANOVA showing the influence of work experience on ethical work behaviour

Source	Sum of Square	Df	Mean Square	Work Experience	N	Mean	SD	F	P	Decision
Between Groups	1556.03	2	778.01	1-5years	28	60.17	10.43		.002	
Within Groups	23069.97	197	117.11	6-10years	108	63.75	10.68	6.64	(<.05)	**Sig.**
Total	**24625.99**	**199**		11years+	64	68.42	68.42			

Table five presents the result of hypothesis five which states that work experience would significantly influence ethical work behaviour. This hypothesis was significant (F (2,197) = 6.64; p (.002) = <.05). Employees who spent 11years and above (64; 68.42) significantly behaved more ethical above 6-10years (108; 63.75) and 1-5years (28; 60.17). Hypothesis five was retained.

Table 6: One-Way ANOVA showing the influence of educational qualification on ethical work behaviour

Source	Sum of Square	df	Mean Square	Educational qualification	N	Mean	SD	F	P	Decision
Between Groups	1388.76	2	347.18	ND	39	59.82	11.71	6.64	.002 (<.05)	**Sig.**
Within Groups	23237.24	197	119.16	HND	55	64.81	12.00			
Total	**24625.99**	**199**		BSc.	46	65.43	9.47			
				MSc.	46	67.09	11.07			
				PhD	14	68.21	7.25			

Table six presents the result of hypothesis six which states that educational qualification would significantly predict ethical work behaviour. This hypothesis was significant (F (2, 197) = 6.64; p (.002) = <.05). Employees who hold PhD (14; 68.21) significantly behaved more ethically than MSc (64; 67.09), BSc (64; 65.43), HND (55; 64.81) and ND (39; 59.82). The Hypothesis was retained.

Table 7: One-Way ANOVA showing the influence of marital status on ethical work behaviour

Source	Sum of Square	df	Mean Square	Marital status	N	Mean	SD	F	P	Decision
Between Groups	2369.11	2	1184.559	Married	101	67.34	10.40	10.49	.000 (<.05)	**Sig.**
Within Groups	22256.87	197	112.98	Single	81	63.58	9.92			
Total	**24625.99**	**199**		Divorced	18	55.39	14.44			

Table seven presents the result of hypothesis seven which states that marital status will significantly influence ethical work behaviour. This hypothesis was significant (F (2,197)= 10.49; p <.05). Married employees (101; 67.34) significantly behaved more ethically than single (81; 63.58) and divorced (18; 55.39). The hypothesis was retained.

Discussion of findings
The study examined leadership style and demographic determinants of ethical work behaviour among organisations in Jos- Plateau State, Nigeria. Analyses were based on three variables: demographic, leadership style and ethical behaviour. The research hypotheses were based on hypothesized significant influence of leadership style and demographic determinants as predictors of ethical work behaviour.

The first hypothesis indicated a significant joint effect of transformational and transactional leadership style on ethical work behaviour. Also transformational and transactional separately predicted ethical work behaviour. The findings were consistent with Drucker's (1960) theory of effective management which affirms that leadership effective decision making is key to determining the sound decisions regarding ethical behaviours in the organisations. The results also supported literature which confirmed that leaders' behaviour and approaches characterize the most effective means of achieving high-quality results from decision making processes (Rausch & Anderson, 2011). Management best practices and approaches consist of showing empathy, communicating effectively, being positive and

constructive, and thanking and rewarding staff. It may also consist of being both aggressive and realistic when setting goals and objectives, holding individuals accountable in an effort to deliver on the expectations one has of them, seeking to create an ethical workplace.

Hypothesis two indicated that age significantly influenced ethical work behaviour; older employees significantly reported higher ethical behaviour than the younger employees. The result is consistent with Krambia-Karpadis & Zopiatis, (2008) showed that older participants had higher ethical standards than the younger ones. This finding was also consistent with Braverman et al (1972) who maintained that older women behaved more ethical than the younger women. One interpretation of age differences could be that young people are more pressured to achieve success at work (Volkema, 2001). Another explanation is Kohlberg's moral development as cited in Robbins & Coulter (2012). According to this theory, individual's morality develops throughout his/her lifespan. Other premises to base the result of age and ethical behaviour are; First, as age increases, subjects have displayed more conservative and strict ethical tendencies and hold less compromising interpretations of what is to be judged ethical (Sikula and Costa, 1994). Second, ethical decision-making and intended ethical behaviour, in general, increases as individuals move from lower levels to higher levels of moral reasoning (Wotruba, 1990) and moral reasoning is directly linked to age (Rest, 1986). Third, older people have been exposed longer to ethical dilemmas in non-business contexts (Izzo, 2000); therefore they are more willing to accept and conform to ethical standards and behave accordingly.

Hypothesis three showed a significant difference between male and female on ethical work behaviour. Males significantly reported higher ethical behaviour than female. This study is consistent with the Gender Socialization Theory. Volkema (2001) found an explanation for these gender differences by asserting that at early age, boys are taught to obey rules and justice, while girls are instructed to pay attention to compassion. This makes women subjective and tends to bend rules while the men are observers and adherers of rules making them more ethical. However, the two popular streams of empirical research evidence on gender-ethics are either no significant different between gender (Valentine and Rittenburg, 2007) or female are identified as more ethical than males (Deshpande, 1997; Herington and Weaven, 2008; Eweje and Brunton, 2010). Buttressing the assertion that male and female differs Lyons (1982) and Braverman et al (1972) found that males and females differ on morality because of differential societal pressures on the gender as well as gender role differences. For instance, females tend to be more advanced in terms of moral reasoning at younger ages because of demand to be virtuous by the parent. Study in support of the female as more moral example is found in the study by Wyatt (1999) who insisted that women aim to achieve fairness in their dealings while men negotiate to win.

Hypothesis four showed that job status significantly predicted ethical work behaviour. Employees who occupy the positions of managers and above significantly reported more ethical behaviour above supervisors and Rank and file. The result is consistent with (Krambia-Karpadis and Zopiatis, 2008) suggest that managers are more ethical than non-managers while high status employees show more ethical concerns than low status employees.

Hypothesis five showed that work experience significantly influenced ethical work behaviour. Employees who spent 11years significantly behaved more ethical above employees with lesser experience. This is consistent with Kelly, Ferrell and Skinner (1990) who found that the participants working on the present job for at least ten years and above behaved more ethically in marketing and sales than those who spent lesser time in the profession.

Hypothesis six showed that education significantly influence ethical work behaviour. Employees who hold Doctor of Philosophy (PhD) significantly behaved more ethically than MSc, BSc, HND and ND in that order. This result is consistent with the previous empirical research in the following ways; firstly, educational process is designed to foster critical thinking and the ability to view situations from multiple perspectives (Levy and Sharma, 1994). In this sense, education is positively related to moral judgment (Rest and Thoma, 1985; Rest, 1986) as well as the demonstration of company loyalty under morally uncertain situations (Jones and Gautschi, 1988). Theoretically, the result is consistent with Kohlberg's moral development typology; which means that education is believed to result in greater sensitivity to different points of view and is linked to a person's morality (Singhapakdi, Vitell, and Franke, 1999). Secondly, possible link is the normative view that the core of education itself is virtue or right conduct (Hogness, 1986). Building upon the Socratic dictum "knowledge is virtue", this classical view of education would suggest that the more educated would be the more virtues.

Hypothesis seven showed that marital status significantly influenced ethical work behaviour. Married employees significantly behaved more ethically than single and divorced. The married tend to have a huge sense of responsibility and see a good number of people looking up to them, as a result holds morality at higher esteem.

Conclusions and Recommendations
The study investigated leadership style and demographic determinants of ethical work behaviour among organisations in Jos, Plateau State, Nigeria. The seven hypotheses tested were fully supported. Thus it is empirically concluded that transformational and transactional leadership style jointly and separately predicted ethical work behaviour. Older employees significantly reported higher ethical behaviour than the younger employees. Males significantly reported higher ethical work behaviour than female. Employees who occupy the positions of managers and above significantly reported more ethical behaviour above supervisors and Rank and file in that order. Employees who spent 11years significantly behaved more ethical above employees with lesser experience. Employees who hold PhD significantly behaved more ethically than MSc, BSc, HND and ND in that order. Married employees significantly behaved more ethical than single and divorced.

Theoretically, the study supports the virtuous-ethical behaviour theory. This led to a suggestion that leadership styles; transformational and transactional do not only increase the employee's ability to focus more on following the rules, laws, etc., but also increased their intention to perform the ethical idea and ethical behaviour which were not forced by regulations. Practically, organisational management should consider demographic factors in trying to foster an ethically healthy workplace. Therefore, conducting ethical course as a part of their training program to increase the ethical behaviour of both leader and employee is not out of place.

Common encumbrances with the study are time and finances. These led to inability to recruit larger sample size for generalization, and inability to adopt combination of qualitative and quantitative methods which would make the work richer.
The study therefore recommends constant and reoccurrence of ethical base trainings both for leadership and employees. This will help entrench the culture of ethics across the organisations. In the same vein, demographical consideration should be in place in trying to carry the workforce along in the line of ethicality.

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