

ETHICAL PRACTICES AND ORGANIZATIONAL SUSTAINABILITY IN TERTIARY INSTITUTIONS IN RIVERS STATE

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Abstract

This work examines the extent to which ethical practices relates with organizational sustainability in tertiary institutions in Rivers State. The study coverage is University of Port Harcourt, Rivers State University, Ignatious Ajuru University of Education and Ken Saro Wiwa Polytechnic. Out of a population of 445, a sample size of 205 was derived using the Krejcie and Morgan table. Our hypotheses were tested using Spearman Rank Order Correlation and Partial correlation. The study found a significant relationship existing between ethical practices and organizational sustainability in tertiary institutions in Rivers State. The study further recommends that organizational leaders should hold the word 'ethics' as a watch word, lead by example and ensure sanctions following unethical behaviors.

Keywords: *Ethics training, Code of ethics, Ethical report. Environmental sustainability, Economic sustainability, Social sustainability*

INTRODUCTION

1.1 Background To the study

Sustainability as a concept was first introduced by the United Nations in 1987 when Brundtland Commission report was released captioned “our common future”. Today sustainability has become a buzz word in the scheme of every business organization within local, national and international discussions (Conlon and Glavas, 2012). In fact, this has been the theme for government at all levels in different countries because there has been a need to save and protect the lives of their unborn children.

According to the Brundtland report in 1987, sustainable development can be defined as the development that meets the needs of the present without compromising the future generation. Emas (2015) is of the opinion that sustainability deals with investment on health, security and social matters as well as governance.

Ethics on the other hand is a set of principles which prescribes behavioural codes that explains what is good or bad (Kuratko and Hodgetts, 2004). It can also be described as moral duty and obligations. Today, organizations are driven with code of ethics which guides the action of employees in their dealings with customers and their colleagues. According to Cooper and Schinder (2001), good business is a function of good ethical practices. This determines the way employees are treated.

1.2 Statement of the Problem

There seem to be a reduced consciousness of organizations towards ensuring their institutions’ life span is being extended Lubin and Esty (2010). This is manifested in poor communication, weak interpersonal relationship especially between lecturers and students, as well as among lecturers. There have been increases in the number of implicating videos that have gone viral. The united nations have clearly emphasized the need for environmental, economic and social sustainability in every area of the world. This necessitated the millileum development goals as well as sustainability development goals.

As stated earlier, sustainability is a duty that concerns organizations and political entities (Nicolăescu, Alpopi & Zaharia, 2015), but the question remains: “Do decision makers within organizations really have a clear idea of what sustainability is?”“Are they able to communicate that vision in such a way as it can be operationalized within their organizations?”And “Are they able to create the conditions and environment for sustainability to work in their organizations?”

Writing on Nigeria’s ethics challenge, Gbadegesin (2012, p.102) states: “These are trying times. Hardly does a day pass in the heart of the nation without an episode or event that makes one wonder aloud: what kind of a people are we? What principles drive us? What are our priorities? What do we cherish as a collective? Indeed do we have a collective sense of honour and shame?”

Over the last two decades, Transparency International has consistently ranked Nigeria as one of the most corrupt countries in the world. Unethical behaviour is commonplace in Nigeria, manifest in business organisations and public institutions, including tertiary institutions of learning. From all interrogations in symposia, lectures, workshops, conferences, submissions of policy makers and independent opinions of parents and parent teachers associations, Nigeria is in dire need of quality education characterised by duty, moral obligation and moral commitment different from the status-quo, states Dukor (2017), who defines quality education as formal learning in schools, polytechnics and universities squarely related to individual well-being, competence, rights, duties, obligation, aspirations and national goals, a kind of integrated and holistic development of the individual and the society. He asserts that absence of quality education makes nonsense the ideal of individuals and society's developments leading most often than not to violence, poverty, unemployment, corruption, graft, unaccountability and political instability

The overall purpose of the present investigation was to assess the nature and extent of relationship between ethical practices (independent variable) and organisational sustainability (dependent variable) in the context of Nigerian tertiary educational institutions. Also the study sought to describe the role of organisational culture in moderating or affecting this relationship between the variables of interest. Authors such as Reddy & Thomson (2015) have examined how actuarial science can be influenced by environmental, social and economic sustainability, Basiago (1999) examined how organizational sustainability can influence urban planning practices. However, this study would look critically at how ethical practices and significantly with organizational sustainability.

1.3 Conceptual framework

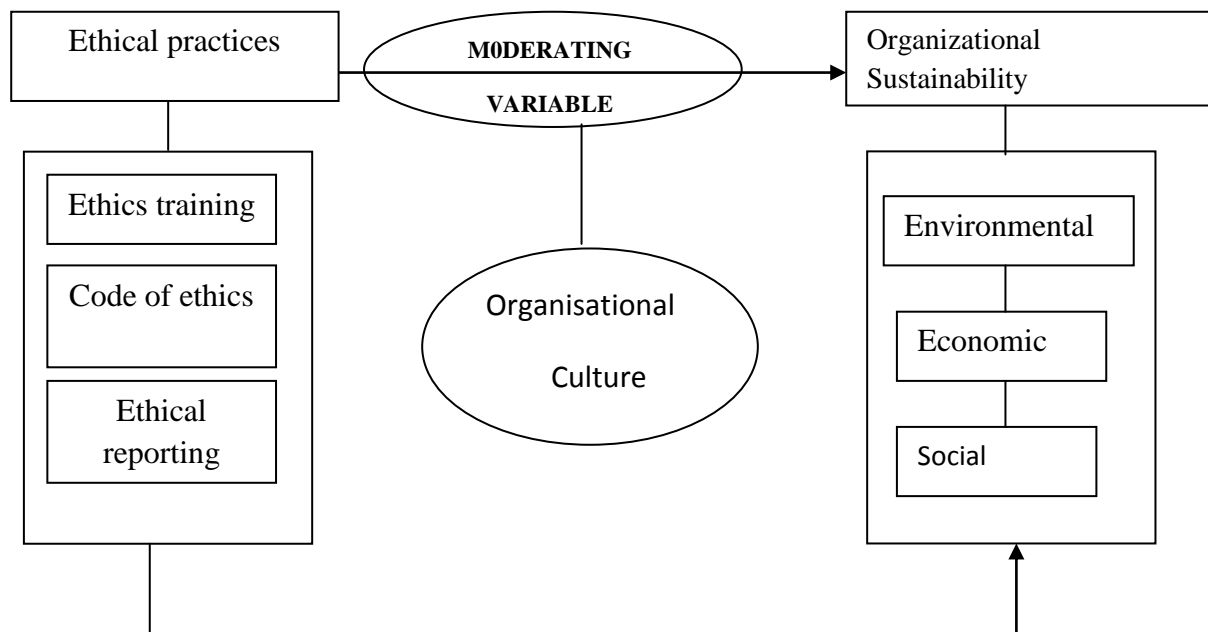


Fig 1.1: A conceptual framework for analyzing the interrelationships among ethical practices, organizational sustainability and organizational culture.

Source of dimensions; Loe & Weeks (2000), Rhode & Luhan (1992) and Patterson & Lee (2002)

Source of measures: Basiago (1999)

1.4 Aim and objectives

The aim of this study is to examine the interrelationship between ethical practices and organizational sustainability of tertiary educational institutions in Rivers State, Nigeria.

More specifically, the study has the following objectives:

- 1) To ascertain the relationship between ethics training and environmental sustainability
- 2) To examine the relationship between ethics training and economic sustainability
- 3) To examine the relationship between ethics training and social sustainability
- 4) To investigate the relationship between having code of ethics and environmental sustainability
- 5) To investigate the relationship between having code of ethics and economic sustainability.
- 6) To investigate the relationship between having code of ethics and social sustainability
- 7) To find out the relationship between having an ethical reporting procedure and environmental sustainability
- 8) To ascertain the relationship between having an ethical reporting procedure and economic sustainability

- 9) To find out the relationship between having an ethical reporting procedure and social sustainability
- 10) To examine the effect of corporate culture on the relationship between ethical practices and corporate sustainability.

1.5 Research questions

The following research questions will guide this study:

- 1) What is the relationship between ethics training and environmental sustainability?
- 2) What is the relationship between ethics training and economic sustainability?
- 3) What is the relationship between ethics training and social sustainability?
- 4) What is the relationship between code of ethics and environmental sustainability?
- 5) What is the relationship between code of ethics and economic sustainability?
- 6) What is the relationship between code of ethics and social sustainability?
- 7) What is the relationship between ethical reporting and environmental sustainability?
- 8) What is the relationship between ethical reporting and economic sustainability?
- 9) What is the relationship between ethical reporting and social sustainability?
- 10) Does corporate culture moderate the relationship between ethical practices and corporate sustainability?

1.6 Research hypotheses

- H₀₁ There is no significant relationship between ethics training and environmental sustainability
- H₀₂ There is no significant relationship between ethics training and economic sustainability
- H₀₃ There is no significant relationship between ethics training and social sustainability
- H₀₄ There is no significant relationship between code of ethics and environmental sustainability
- H₀₅ There is no significant relationship between code of ethics and economic sustainability
- H₀₆ There is no significant relationship between code of ethics and social sustainability
- H₀₇ There is no significant relationship between having an ethical reporting procedure and environmental sustainability
- H₀₈ There is no significant relationship between having an ethical reporting procedure and economic sustainability
- H₀₉ There is no significant relationship between having an ethical reporting procedure and social sustainability
- H₀₁₀ Organizational culture does not moderate the relationship between ethical practices and organizational sustainability

LITERATUREREVIEW

2.1 Theoretical Framework

This study was anchored on the Theory of Reasoned Action which was postulated by Fishbein (1963) and forth expanded by Fishbein & Ajzen (1975). This theory is of the opinion that the behaviour of individuals and groups are determined by their attitude which always come from critical evaluation of ones behaviour as well as subjective norm which explains the expectation of others. This theory stated that those two variables are very critical in determining the response of individuals and groups towards every event. In determining the behaviour of individuals, there is always consideration of self as well as the society. This theory fits into this work because organization must understand that what they think they should do, the law that governs their actions and reactions would never be comprehensive if the opinion of societal expectations are not considered. Trafimow (2009) further identified the distinction between attitude and subjective norm. According to him, attitudes are determined by beliefs of individuals about consequences as well as a critical evaluation of such consequences while subjective norm is defined by normative beliefs which merely represent the motivation to comply to such belief. Institutions of higher learning who are really interested in achieving organizational sustainability through ethical practices must first understand the nature of employees who would achieve such vision. The process of recruitment and selection would also play a major role in bringing in employees with the right attitude and perception concerning their work environment.

2.2 Ethical Practices

According to Siham (2013), ethics can be referred to as a collection of principles which focuses on the right conduct of individuals within a geographical jurisdiction. Furthermore, ethical practices can be defined as a purposeful implementation/application of standards of moral rights and wrongs, fairness, as well as equity, towards organizational decision.

Ethical practices would expose the minds of everybody with the academic community and there would be high level of consciousness towards doing what is right. Through ethical practices, organizations would not only be motivated to do what is right, but they would build the habit of doing the right things all the time and this would keep them at peace with their employees and host community. The University of Port Harcourt for example would showcase ethical practices in content delivery as well as ensuring that results are turned in as at when due, grades are awarded with equity, and fairness, good relationship existing between students and staff of the university, less cases of sorting and a high level of academic success of students. These practices would not only reflect within the academic institution but would affect the society at large because there would be less criminals on the streets who are dropouts form universities and there would be less crime.

2.2.1 Ethics Training

Today's organization have seen the need for employees' ethical behaviour in order to remain vibrant especially when the global climate and culture is undergoing serious challenges for those who are responsible for training and development. According to Palmer and Zakhem

(2001), ethical training is a process whereby organizations develop and communicate ethical standards to employees. It is a process which makes employees aware of what constitute proper and improper conduct. This information is often disseminated through formal learning processes and organizations also that such practices are monitored through the necessary to ensure there is a significant change in behaviour. Ethical training is very important in today's academic institutions because it is through ethics that academic excellence can be validated. Loe and Weeks (2000) further assert that ethics training and development programs must go beyond the formal teaching of standard requirements to a process which can ultimately help employees learn how to recognize and effectively respond to some of the common ethical problems in the work place. Lechaire and Ferrell (2000) also put it this way, "Organizational culture is shaped by ethical training". Ethical training helps employees develop more positive perception about organizational ethics while organizations without proper conduct of ethical training would always get employees who would always see ethics as a death trap.

2.2.2 Code of Ethics

Codes of ethics are as old as man. It is as old as civic cultures and religious traditions (Gilman, 2005), the keystone of Christianity, Islam and Judaism is the Mosaic Decalogue which is also called the ten commandments. Code of ethics often capture a vision of excellence towards the things societies and individuals strive for and what they can achieve. Code of ethics set standard for public servants to articulate special sense of responsibility. This is made possible through the process of rule establishment as supported by Henry Fayol in his 14 principles of management. Authors such as Rhode and Luhan (1992) had earlier argued that code of ethics are really not relevant for organizations. They argue that good people would ordinarily know how to behave without any form of guidance. However, Lichtenberg (1996) also asserts that codes are not for bad people but for persons who want to behave ethically. Without codes of ethics, the bad people would look good and the good people would look bad because there would be no measurement standard.

2.2.3 Ethical reporting

The sheer amount of information that are produced and distributed on a daily basis have a significant impact on how members of the organization understand (or misunderstand) themselves (Chan-Meetoo, 2013). Ethical reporting has to do with the enforcement of standards and policy on the manner in which ethical issues are reported (Patterson and lee, 2002). This simply means that reports on every activity in the organization must be based on ethical standards such that the right channel is followed and the right words and expressions are also used at the right time. When the right words go through the right channel, with the right expression and at the right time, there would be less conflict within the organization and there would also be less problems between organizations and their external environment. Ethical reporting requires three fundamental questions which are; "is the information expedient?", "is it economically feasible?" and "is it right?". When the third question is duly verified, its resultant actions would be considered ethical.

2.3 Organizational Sustainability

According to Emas (2015), sustainability is the concept of conserving resources of organization for further generations. Cerin (2006), also asserts that the concept of conserving resources for future generation is one of the major factors which has clearly differentiated sustainability from the traditional environmental policy which also considers the internationalization of external factors which influence environmental degradation. Sustainable development is a long term benefit which often outlives its founders, it is built on a high level of integrity and competence. It requires a whole lot of social intelligence in dealing with host communities and other stakeholders within the organization. The concept of sustainability is on the lips of every business today because the well-being of every business depends on how much it can sustain itself. Every organization must build its future deliberately through conscious effort geared towards sustainable development and this can be achieved through ethical practices.

Bringing it down to tertiary institutions, there is need for sustainable development because the activities within academic institutions go beyond the schooling days of students. These students graduate to become alumni of their institutions, they still may have reasons to further their academic career towards Masters degree or Ph.D, they may have the need for ideas and consultancy which could be of great relevance to them at a particular point in time. There is need to ensure that through ethical practices, such sustainability would be achieved.

2.3.1 Environmental sustainability

Environmental sustainability can be defined as the process of meeting the needs of humans without compromising the health and safety of people as well as the eco system (Costanza, Robert and Bernard, 1995). Today, the concept of green commerce and green marketing have further explained the concept and goals of environmental sustainability as each business activity is often anchored on the preservation of the environment where humans live. Ecosystem ranges from those areas that are relatively undisturbed such as natural forests to landscapes with mixed pattern of individual use to eco systems which are managed by individuals such as urban areas, lands and agriculture. Morelli (2001) is of the view that environmental sustainability has to do with promise of clean water, air and land while carrying out organizational activities. The United Nations and other regulatory bodies have over the years emphasized and reemphasized the need for sustainable environment because its outcome is a socio-economic system. Those found within tertiary institutions who are often custodians of training and development in relation to environmental sustainability must be up and doing to ensure that the tight strategy is employed for every process.

2.3.2 Economic sustainability

Economic sustainability can be described as a process whereby there is a consciousness to maintain permanent income for humans. This income could be generated through non-declining stocks of capital (Spangenberg, 2002). In the macroeconomic debate, authors like Rennings (2000) and Bundeskanzleramt (2002) are of the opinion that criteria such as innovations, competitiveness and public debt are predominant while other criteria such as inflation and trade imbalances are politically induced. Etchezarreta, Huffschmid and Mazier

(2003) are also of the view that criteria such as aggregate demand, savings rate and consumption level play a minor role in terms of economic sustainability. Economic sustainability ensures that there is enough in the capital base for future use. According to OECD (2011), the main focus of economic sustainability is the provision of increasing stock of man-made capital as well as the degree to which such capital may be reduced from the accounts. Economic sustainability ensures that there is some sort of perceived growth which would be sufficient for all kinds of social improvement.

2.3.3 Social sustainability

According to Kahn (1995), social sustainability is a process of ensuring economic growth through alleviation of poverty. It usually encompasses the notion of sharing equity, cultural identity, participation and institutional stability. It is through social sustainability that poor countries can refuse to accept the fact that environmental degradation cannot be conquered. An environment which optimizes resource allocation can set the society alright. Social sustainability can be described as a system of social organization whose aim is the alleviation of poverty and preservation of cultural values and norms (Ruttan, 1991). Environmental sustainability is a pre-condition for a sustained economic growth. In the views of the former prime minister of India, Indira Gandhi, poor countries must accept temporary environmental degradation so that they can meet their physiological needs before attempting to meet permanent economic and environmental needs

2.4 Ethical Practices and Organizational Sustainability

Organizations are increasingly inclined to integrate society's expectations into their business strategies, not only to respond to rising pressure from consumers, employees and other stakeholders but also to explore opportunities for creating competitive advantage (Bielak, Bonini, & Oppenheim, 2007; Bonini, Mendonça, & Oppenheim, 2006). To this end, management researchers are seeking to identify a set of factors with the potential for facilitating effective integration of sustainability into organizational practices. Leadership has been recognized as an important factor, promoting the commitment of organizations as a whole, driving cultural values towards such commitment rather than a form of control (Higgins, 1995). Likewise, Marrewijk (2004) describes a set of ideal types of organizations, and for each type elaborates a system of values and related institutional structures, such as governance and the role of leadership. Fineman (1996) discusses the role of leadership in the process of change, pointing out that green practices take place when managers cultivate employee commitment to belonging to a socially responsible organization. In short, leadership appears to play an important role in the corporate adoption of sustainability practices. Other factors recognized as promoters of sustainability initiatives are institutional mechanisms such as communication and training. Stone (2006) points out that, in order to achieve a high degree of organizational commitment and to remove obstacles to changes of attitude and involvement, well-defined training and communication plans are key factors in promoting a clear understanding of the role and importance of sustainable practices for organizational strategy and goals. In a different approach, Tregidga and Milne (2006) analyze corporate reports with a view to understanding the emergence and development of the discourse of sustainability. They discuss the role of communication and reporting

mechanisms in building and legitimizing corporate sustainability initiatives and helping to reduce the sense that sustainability and businesses are incompatible. From this standpoint, corporate reports may be seen as a tool for promoting adequate education and information, as pointed out by Stone (2006). Bansal (2003) proposes that organizational commitment to sustainability is facilitated when top management buy the concept, but also when lower organizational levels engage in sustainability, i.e., when there is congruence between employees' concerns and organizational values. Agents of change can be internal, like those noted so far, or external, such as investors, suppliers, regulatory agencies, and even customers. Henriques and Sadorsky (1999) associate management's perception of stakeholders' pressures with more proactive undertakings towards environmental commitment. Broadening this study, Sharma and Henriques (2005) propose a typology linking different types of stakeholder influence strategies with various sustainability practices adopted by organizations. They not only confirm that stakeholders do have an influence on sustainability practices, but also point to different pressures exerted by stakeholders that affect such practices.

Reason for Developing Ethics for Sustainability

The best known definition of sustainability is the one stated in our Common Future, more commonly known as the Brundtland Report: "...meeting the needs of the present without compromising the ability of future generations to meet their needs." Inherent in this definition is the proposed responsibility of contemporary society for the quality of life of today's population plus the preservation of resources, the environment, and other ingredients needed for future populations to also experience a good quality of life. This is an enormous and daunting task and requires enormous changes in thinking, policy, and basic assumptions about the economy for its full implementation. For the present, it would mean that wealthier, more technologically sophisticated societies would have to contribute materially and through a wide range of assistance programs to increase the wealth of poorer nations, to aid them in developing the capability to provide the basic needs of their population. For future generations it means ensuring the availability of a wide range of resources: natural, cultural, mineral, educational, food, clean air and water, genetic diversity, and numerous others that support a good quality of life. The natural question to ask is: why apply the sustainability framework? In answering this question, vocabulary such as rights, obligations, and interdependence must be used. Everyone on the Earth has a right to having their needs for food, shelter, and clothing met. Present people have an obligation to future generations to provide them an intact and functioning planet in at least as good state as they received it. And we are all interdependent, present and future generations, but it is the present, wealthier countries that control the fate of everyone else, present and future. The application of the sustainability framework therefore requires a better understanding of the ethical concepts which support it. Among these ethical concepts are the Precautionary Principle, the Chain of Obligation, the Distributional Principle, the Land Ethic, and the Rights of the other Species. Through a better understanding of the ethics of sustainability, it becomes clear why the sustainability framework is not only an approach to addressing and solving the many difficult problems facing us, but why it is in fact the right approach, the right thing to do.

2.5 Organizational Culture

The study of organizational culture was established in the field of academics in the 1930s. One of the greatest contributions towards organizational culture was unveiled during the final stage of the famous Hawthorne study by Elton Mayo and his team. Tharp (2009) is of the opinion that organizational culture involves three basic elements which are: (i) what people think, (ii) what people do and (iii) what people make.

Cultures are usually shared, they are learned, they outlive generations, they are adaptive as well as integrated to the society/organization. In societies, cultures could be transmitted through informal means while in formal organizations, cultures can be transmitted through formal means which can be written down in black and white. No human on earth is born with the ideology that stealing is bad, these facts are learned as individuals grow up and develop himself with understanding. The culture in any tertiary institution would greatly affect its sustainability because of such ethical practices is not in line with accepted norms in the society. These would be a negative impression in the minds of stakeholders.

This study further investigates how this culture would moderate the relationship between our predictor variable which is ethical practice and organizational sustainability which is organizational sustainability.

METHODOLOGY

3.1 Research design

This study adopted the quasi-experimental or ex post facto research design. This is particularly so as it is the most appropriate for research in the administrative sciences (Baridam, 2001), where the researcher has no control over variables in the sense of manipulating them (Cooper and Schindler, 2001). More specifically, the cross sectional survey which has become popular in social/administrative science research for many reasons was adopted. This popularity of the cross sectional survey is for the following reasons (1) it is budget and time effective, (2) it is perceived to be more anonymous and, (3) it allows respondents time to think about the questions.

3.2 Population

The population for this study consists of four tertiary educational institutions in Rivers State of Nigeria, namely, University of Port Harcourt, Rivers State University and Ignatius Ajuru University of Education. Based on the scope of our study, the respondents for this study consist of senior academic staff of these institutions. The non academic staff were not included because they spend less time with the students.

Table 1 Tertiary institutions under study

S/N	Institutions	Senior academic staff
1	University of Port Harcourt	150
2	Rivers State University	110
3	Ignatius AjuruUniversity of Education	95
4	Ken SaroWiwa Polytechnic	90
	Total	445

Source: Personnel department of the tertiary institutions

3.3 Sample/ sampling procedure

The Krejcie and Morgan table would be used to do our sampling. A population of 445 would have a sample of 205.

3.4 Nature/ source of data

Quantitative as well as qualitative data were collected for this study. The primary source was the questionnaires, while sources of secondary data are journals, texts, periodicals and other archival materials.

3.5 Operational Measures of Variables

Five items on a 5 point likert scale was used in operationalizing our constructs where the scale range from 5 (strongly agree) to 1 (strongly disagree).

3.6 Data Analysis Technique(s)

The empirical evaluation of the relationship between the independent and dependent variables of this study (including their components), was done through descriptive statistics-simple percentages and analysis of variance. To test for the level of association, the spearman's rank-order correlation co-efficient (spearman's rho) will be adopted and operated using the SPSS 21. The choice of the Spearman's rho is informed by its amenability to the type or level of data collected. We collected data at the ordinal level for all variables.

The formula for the spearman's rank-order correlation co-efficient is as follows:

$$r_s = 1 - \frac{6\sum d \sum d^2}{n(n^2 - 1)}$$

where n= number of subjects being ranked;

di is the difference in the ranks given to the two variable values for each item of data

To test hypotheses 4, which examine the moderating role of organisational culture in the relationships between ethical practices and organisational sustainability, the partial correlation with SPSS was used.

DATA ANALYSIS AND FINDINGS

4.1 Data Analysis

Table 2. Copies of questionnaire returned

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid UNIPORT	67	34.2	34.2	34.2
RIVERS STATE UNIVERSITY	53	27.0	27.0	61.2
Ignatius Ajuru University of Education	43	21.9	21.9	83.2
Ken Saro Wiwa Polytechnic	33	16.8	16.8	100.0
Total	196	100.0	100.0	

Table 2 shows the copies of questionnaire returned. It shows that out of the 205 sample size that was determined through Krejcie and Morgan 1970 sampling table, only 196 copies were returned and useful for analyses. The research instruments were returned as follows; 67 respondents came from UNIPORT which is 34.2% of the total copies returned. From Rivers state university, 53 copies were retrieved which represents 27% of total copies retrieved. 43 copies were retrieved from Ignatius Ajuru University of Education which represents 21.9% of total copies returned. 33 copies were retrieved from Ken SaroWiwa Polytechnic which represents 16.8% of total copies retrieved. This table is represented in the bar chart below.

4.2 Test of Hypotheses

Table 3. Correlation Matrix (Hypotheses 1-9)

			Correlations					
			Ethics_Training	Code_of_Ethics	ETHICAL_REPORTING	Environmental	Economic	Social
Spearman's rho	Ethics_Training	Correlation Coefficient	1.000	.705**	.553**	.134	.722**	.266**
		Sig. (2-tailed)	.	.000	.000	.061	.000	.000
		N	196	196	196	196	196	196
	Code_of_Ethics	Correlation Coefficient	.705**	1.000	.799**	.440**	.960**	.590**
		Sig. (2-tailed)	.000	.	.000	.000	.000	.000
		N	196	196	196	196	196	196
	ETHICAL_REPORTING	Correlation Coefficient	.553**	.799**	1.000	.419**	.788**	.399**
		Sig. (2-tailed)	.000	.000	.	.000	.000	.000
		N	196	196	196	196	196	196
	Environmental	Correlation Coefficient	.134	.440**	.419**	1.000	.298**	.222**
		Sig. (2-tailed)	.061	.000	.000	.	.000	.002
		N	196	196	196	196	196	196
	Economic	Correlation Coefficient	.722**	.960**	.788**	.298**	1.000	.681**
		Sig. (2-tailed)	.000	.000	.000	.000	.	.000
		N	196	196	196	196	196	196
	Social	Correlation Coefficient	.266**	.590**	.399**	.222**	.681**	1.000
		Sig. (2-tailed)	.000	.000	.000	.002	.000	.
		N	196	196	196	196	196	196

** . Correlation is significant at the 0.01 level (2-tailed).

Table 3 shows the correlation matrix showing the test of hypotheses. It shows that 8 out of 9 hypotheses were significant therefore; their null hypotheses were rejected while only one null hypothesis was accepted. The result for each of the null hypotheses would be explained in detail.

H0₁ There is no significant relationship between ethics training and environmental sustainability

Our first test of hypothesis shows a negative relationship between ethics training and environmental sustainability with a correlation coefficient of 0.134 which is weak and a p-value of 0.061 which is greater than alpha of 0.05. We would accept the null hypothesis.

H0₂ There is no significant relationship between ethics training and economic sustainability

Hypothesis two shows a significant relationship existing between ethics training and economic sustainability with a correlation coefficient of 0.722 and a p-value of 0.000 which is less than alpha of 0.05. We would reject the null hypothesis.

H0₃ There is no significant relationship between ethics training and social sustainability

Hypothesis three shows another significant relationship existing between ethics training and social sustainability with a correlation coefficient of 0.266 and a p-value of 0.000 which is also less than alpha of 0.05. We also reject the null hypothesis.

H0₄ There is no significant relationship between code of ethics and environmental sustainability

Our fourth hypothesis shows another significant relationship existing between code of ethics and environmental sustainability with a correlation coefficient of 0.440 and a p-value of 0.000 which is less than alpha of 0.05. we also reject the null hypothesis.

H0₅ There is no significant relationship between code of ethics and economic sustainability

Hypothesis five shows a very strong relationship existing between code of ethics and economic sustainability with a correlation coefficient of 0.960 which is close to 1. We also have a p-value of 0.000 which is less than alpha of 0.05. We would therefore reject the null hypothesis.

H0₆ There is no significant relationship between code of ethics and social sustainability

Hypothesis six shows another significant relationship existing between code of ethics and social sustainability with a correlation coefficient of 0.590 and a p-value of 0.000 we therefore reject the null hypothesis.

H0₇ There is no significant relationship between ethical reporting and environmental sustainability

Here we see another significant relationship existing in our seventh hypothesis between ethical reporting and environmental sustainability with a correlation coefficient of 0.419 and a p-value of 0.000 which is less than alpha of 0.05. We would therefore reject the null hypothesis.

H0₈ There is no significant relationship between ethical reporting and economic sustainability

Hypothesis eight shows another strong relationship existing between ethical reporting and economic sustainability with a correlation coefficient of 0.788 and a p-value of 0.000 which is also less than alpha of 0.05. We also reject the null hypothesis.

H0₉ There is no significant relationship between ethical reporting and social sustainability

Hypothesis nine shows a significant relationship existing between ethical reporting and social sustainability with a correlation coefficient of 0.399 and a p-value of 0.000 which is also less than alpha of 0.05. We would also reject the null hypothesis.

H0₁₀ Organizational culture does not moderate the relationship between ethical practices and organizational sustainability.

Correlations

Control Variables			Ethics_Training	Code_of_Ethics	ETHICAL_REPORTING	Environmental	Economic	Social
Org_culture	Ethics_Training	Correlation	1.000	.372	.203	.048	.370	.170
		Significance (2-tailed)	.	.000	.004	.508	.000	.018
		df	0	193	193	193	193	193
Code_of_Ethics	Code_of_Ethics	Correlation	.372	1.000	.636	.529	.922	.711
		Significance (2-tailed)	.000	.	.000	.000	.000	.000
		df	193	0	193	193	193	193
ETHICAL_REPORTING	ETHICAL_REPORTING	Correlation	.203	.636	1.000	.440	.610	.411
		Significance (2-tailed)	.004	.000	.	.000	.000	.000
		df	193	193	0	193	193	193
Environmental	Environmental	Correlation	.048	.529	.440	1.000	.290	.191
		Significance (2-tailed)	.508	.000	.000	.	.000	.007
		df	193	193	193	0	193	193
Economic	Economic	Correlation	.370	.922	.610	.290	1.000	.865
		Significance (2-tailed)	.000	.000	.000	.000	.	.000
		df	193	193	193	193	0	193
Social	Social	Correlation	.170	.711	.411	.191	.865	1.000
		Significance (2-tailed)	.018	.000	.000	.007	.000	.
		df	193	193	193	193	193	0

Our tenth hypothesis shows the moderating effect of organizational culture on the relationship between ethical practice and organizational sustainability. Our first hypothesis shows a correlation coefficient of 0.134 and a p-value of 0.061 when our moderating variable is not considered which represents the presence of a negative relationship. However, when organizational culture is introduced, we see a correlation coefficient of 0.048 and a p-value of 0.508 which is greater than the p-value of hypothesis one when our moderating variable is not considered. The other hypotheses also showed significant relationships existing between variables when organizational culture is introduced but we observed that the p-values are the same but the correlation coefficients are different. This implies that organisational culture moderates the relationship between our predictor variable and our criterion variable. We therefore reject the null hypothesis

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of findings

This work has empirically shown the extent of relationship which exists between ethical practices and organizational sustainability. It shows that more of our respondents were drawn from University of Port Harcourt. This was followed by respondents from Rivers State University and Ignatious Ajuru University whose respondents represent 53% and 43% of total respondents respectively. In testing for univariate analyses, we found out that each of the items of all our constructs have a mean above 3.0 which shows the strength of response was good. In our test of hypotheses, the study also revealed that there exist a significant relationship between our dimensions and measures except the relationship between ethics training and environmental sustainability which happens to be our first hypothesis. The study further revealed that transitional culture significantly moderates the relationship which exists between our predictor variable and our criterion variable and this was seen in the change in correlation coefficients of each of the relationships especially when organizational culture is

factored in as well as a change in p-value in our first hypothesis. Therefore, this work has established the fact that ethical practice relates with organizational sustainability in tertiary institutions

5.2 Conclusion

In conclusion, this work has exposed its readers to the empirical review carried out by the researcher in ascertaining the extent to which ethical practices relate with organizational sustainability in tertiary institutions in Nigeria. It has further revealed that while other features would be considered within the organization to account for sustainability, it is very paramount to consider the extent to which ethical practices can act as a predictor variable. This is because without proper ethical sensitivity, higher institutions of learning may not meet the requirements of the future, be it environmental, economic or social and this would make them become preys to their competitors who are privately run. Another fundamental reason why ethical practices should be highly considered in organizations is the fact that even leaders depend on it to make their work environment a better place. It promotes congruence between organisations and environment, it ensures that the right things are done always. It also makes each employee safety conscious. When firms are sensitive towards ethical issues, it reduces conflicts between the institution and the host communities. It also ensures that students within such institution would emulate those practices that are ethical and this would go a long way in creating peace and justice in the society we have found ourselves.

5.2 Recommendations

In view of the above, the following recommendations have been made by the researcher:

- i. Top managers (principal officers in the university) should ensure that ethics is a watch word.
- ii. Leaders must lead by example.
- iii. Sanctions should follow unethical practices in the work place to set the pace for others to follow.
- iv. Ethical code of conduct should be made public so that all involved can see.
- v. There must be laid down procedure in carrying out ethical issues in organization.
- vi. Employees and their superiors should be trained and retrained on the concept of ethics to avoid ignorance.
- vii. Students must be advised and encouraged to dress decently.
- viii. Tertiary institutions must ensure that mechanisms (which could also come in form of committees) are put in place to curb misconduct.

5.3 Suggestions for Further Studies

The researcher would hereby suggest the topic for future research;

- i. Ethical practices and organizational sustainability in manufacturing firms in Nigeria.
 - ii. Ethical practices and organizational sustainability in oil and gas firms in Nigeria.
 - iii. Ethical practices and corporate performance in banks in Nigeria
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