

“Ethical Values at Workplace”



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Table of Contents

Abstract	vi
Chapter 1: Introduction	1
1.1 Background of the study	1
1.2 Problem Statement	3
1.3 Aim of the research	4
1.4 Research Objectives	4
1.5 Research Questions	4
1.6 Significance of the study	5
1.7 Scope of the study	6
1.8 Operational Definitions	6
1.9 Summary	7
Chapter 2: Literature Review	8
2.1 Introduction	8
2.2 Ethical Values	10
2.2.1 The Concept of Ethical Values in Organizations	10
2.2.2 Dimensions of Ethical Values	10
2.2.3 Theoretical Foundation of Ethical Values	12
2.2.4 Importance of ethical values in the workplace	12
2.2.5 Ethical Values in the Pakistani Workplace Context	13
2.3 Employee Behavior	13
2.3.1 Concept of Employee Behavior	13
2.3.2 Dimensions of Employee Behavior	14
2.3.3 Factors influencing Employee Behavior	15
2.3.4 Impact of Ethical Values on Employee Behavior	16
2.3.5 Employee Behavior in the Pakistani Workplace Context	17
2.4 Ethical Leadership	17
2.4.1 Concept of Ethical Leadership	18
2.4.2 Dimensions of Ethical Leadership	18
2.4.3 Theoretical Foundations of Ethical Leadership	19
2.4.4 Impact of Ethical Leadership on Employee Behavior	20
2.4.5 Ethical Leadership and organizational ethical climate	21
2.4.6 Ethical Leadership in the Pakistani Workplace Context	21
2.5 Organizational Culture and Ethical Climate	21

2.5.1 Concept of Organizational Culture.....	22
2.5.2 Ethical Culture	22
2.5.3 Ethical Climate.....	23
2.5.4 Relationship between organizational culture and ethical climate	24
2.5.5 Impact of Organizational Culture on Employee Behavior	24
2.5.6 Organizational culture and employee behavior in the Pakistani workplace	25
2.5.7 Importance of Ethical Climate in Employee Behavior.....	26
2.6 Ethics Training.....	26
2.6.1 Ethics Training in Organizations.....	27
2.7 Codes of conduct in an organization.....	28
2.7.1 Purpose of Codes of Conduct	28
2.7.2 Components of Effective Codes.....	29
2.7.3 Role of Codes of Conduct in Shaping Employee Behavior	29
2.8 Research Gap	29
2.9 Conceptual Framework	30
2.10 Chapter Summary	32
Chapter 3: Research Methodology.....	33
3.1 Introduction	33
3.2 Research Design	35
3.3 Research Population	36
3.4 Sampling Frame	37
3.5 Sample Size	37
3.6 Sampling Technique	38
3.7 Inclusion and Exclusion Criteria	39
3.8 Unit of Analysis	40
3.9 Instrumentation	40
3.10 Measurement of Variables	41
3.10.1 Ethical Values (Independent Variable)	41
3.10.2 Ethical Leadership	41
3.10.3 Organizational Culture.....	42
3.10.4 Ethics Training	43
3.10.5 Codes of Conduct	43
3.10.6 Employee Behavior - Dependent Variable	44
3.11 Questionnaire Structure	44

3.12 Pilot Testing	45
3.13 Instrument Validity.....	45
3.15 Data Collection Procedure	47
3.15.1 Mode of Data Collection	47
3.15.2 Data Collection Duration	48
3.15.3 Participant Instructions	48
3.15.4 Ensuring Response Quality	48
3.15.5 Data Screening	48
3.16 Data Analysis Techniques	49
3.16.1 Descriptive Statistics.....	49
3.16.2 Reliability Analysis	49
3.16.3 Analysis of Correlation.....	50
3.16.4 Regression Analysis	50
3.16.5 Factor Analysis (if applicable)	51
3.16.6 Data Presentation.....	51
3.17 Ethical Considerations	51
3.18 Limitations of the Methodology	52
3.19 Chapter Summary	53
Chapter 4: Data Analysis and Results	54
4.1 Introduction	54
4.2 Data Screening and Preparation	55
4.3 Demographic profile of respondents	56
4.4 Descriptive Statistics of Key Variables	58
4.5 Reliability Analysis.....	59
4.6 Normality Assessment.....	60
4.6.1 Skewness and Kurtosis Values	60
4.6.2 Histogram and Q-Q Plot Results	61
4.6.3 Shapiro–Wilk Test.....	61
4.7 Correlation Analysis	61
4.7.1 Correlation Matrix:	62
4.7.2 Interpretation of Key Correlation	62
4.8 Interpretation of Correlation Findings:	63
4.8.1 Ethical Values as the Strongest Predictor	63
4.8.2 The Role of Ethical Leadership.....	64

4.8.3 Organizational Culture's Influence	64
4.8.4 Significance of Codes of Conduct	65
4.8.5 Contribution of Ethics Training	65
4.9 Regression Analysis	65
4.9.1 Model Summary	66
4.9.2 ANOVA results	66
4.10 Coefficient Analysis:	67
4.11 Hypothesis Testing	69
4.12 Interpretation of Overall Model	70
4.13 Chapter Summary	70
Chapter 5: Discussion, Conclusion and Recommendation.	74
5.1 Introduction	74
5.2 Discussion of the findings	75
5.2.1 Ethical Values and Worker Behavior	75
5.2.2 Role of Ethical Leadership.....	75
5.2.3 Organizational Culture.....	76
5.2.4 Ethics Training and Codes of Conduct	76
5.2.5 Cumulative Influence of All Variables	77
5.3 Conclusion	77
5.4 Theoretical Implications.....	78
5.5 Practical Implications	79
5.6 Limitations of the Study	80
5.7 Recommendations for Future Research	81
5.8 Summary of the Chapter	82
References:.....	84
Appendices	87
Appendix A: Questionnaire of Survey.....	87
Appendix B: Consent Form.....	90
Appendix C: Ethical Approval Letter	90
Appendix D: SPSS Output Examples	91

Abstract

Ethical values have become the central focus in workplace settings because of their influence on employee behavior, organizational climate, and performance outcomes. However, most Pakistani organizations are still suffering from obstacles to building an ethical work environment due to issues such as favoritism, discrimination, weak accountability systems, and uneven implementation of ethical standards. This research will, therefore, adopt a purely quantitative approach toward understanding how ethical values shape employee behavior and interpersonal relationships within an organizational setting in Pakistan. The contributions of ethical leadership, organizational culture, and ethics training programs toward shaping ethical employee behavior are also appraised in this study.

The data from a sample of employees working in different public and private sector organizations in Pakistan was collected through the use of a structured, self-administered questionnaire. Instruments used were standardized, such as the Ethical Climate Questionnaire (ECQ) and the Employee Ethical Behavior Scale, both measured through the five-point Likert scale. These questionnaires were aimed at analyzing employees' perceptions about ethical values, leadership integrity, fairness, accountability, codes of conduct, ethics training, and their own behavioral responses in the workplace. The sample was drawn through convenience sampling, and data analysis was carried out using SPSS, which included descriptive statistics, reliability analysis, correlation analysis, and multiple regression techniques to find the relationship between the variables.

The results indicated that ethical values significantly and positively influence employee behavior in terms of cooperation, compliance with organizational policy, respect for others, and responsible decision-making. Ethical leadership emerged as a strong predictor of ethical climate, with organizational culture significantly moderating the effect of ethical values on employee behavior. The study also established that well-designed programs on ethics training and clearly implemented codes of conduct improve employees' ethical sensitivity and reduce unethical behavior. However, this study also points out the gaps in terms of inconsistent policy implementations and the lack of regular ethics monitoring mechanisms in most organizations.

The recommendations are based on evidence regarding how best to develop robust ethical frameworks, ensure ethical leadership, and enhance ethics training programs. This adds to the literature on workplace ethics in developing economies, hence providing practical insights for organizations that want to create ethical, transparent, and value-driven workplace environments.

Keywords: *Ethical values, Employee behavior, Ethical leadership, Organizational culture, Codes of conduct, Workplace ethics.*

Chapter 1: Introduction

1.1 Background of the study

Work Ethics have become a central issue in contemporary organizational research, especially with the increasing global demand for transparency, accountability, fairness, and responsible governance. Today's competitive and interdependent world no longer judges organizations based on economic performance but is increasingly determined by the capabilities to maintain ethical standards and generate moral behavior among employees. Ethical values are the principles, norms, and standards of behavior that guide choices and interactions in the workplace. These include honesty, integrity, respect, fairness, compassion, and responsibility. These values build an ethical climate that influences employee behavior and organizational performance (Ahmed & Khan, 2022).

Corporate scandals, workplace harassment cases, complaints of discrimination, patterns of unethical leadership, and misuse of organizational resources have increased awareness and enhanced the focus on workplace ethics over the last two decades. Take the major global corporate disasters, such as the Boeing 737 MAX crisis or Facebook's security and privacy issues. Although they are not directly related to Pakistan, they have significantly increased awareness globally in regard to the consequences of compromised ethics. These high-profile examples illustrate how unethical cultures can erode organisational credibility, diminish employee morale, and compromise long-term sustainability (Smith, 2023).

Ethical issues in the workplace are widely recognized within Pakistani organizations, whether public or private. Favoritism, weak HR monitoring mechanisms, a lack of standardized ethical codes, the exploitation of power, discriminatory practices, and limited implementation of whistleblowing systems have been reported in organizations (Hassan & Yousaf, 2024). Organizations must reinforce their ethical base to prevent misconduct and ensure a positive organizational climate, especially now that there is a rise in digitalization and diversification in the workforce.

Work ethics significantly influence the behavior of employees both at the interpersonal and organizational levels. Employees working in an ethically supportive environment are likely to possess higher job satisfaction, trust, and commitment and maintain better health relations with

their peers and supervisors. On the contrary, organizations that lack ethical direction are prone to conflicts, higher turnover, employee disengagement, and frequent misconduct. Research further suggests that workplace ethics play a major role in shaping interpersonal harmony, reducing workplace bullying, and ensuring fair processes during decision-making (Ahmad, S., Nazir, N., & Zafar, S. 2022). Thus, ethical values directly and indirectly influence employee behavior, emotional well-being, and performance, which also implicates citizenship behavior.

Leadership plays a crucial role in developing and reinforcing ethical values. Ethical leaders act as a benchmark for their subsidiaries through their behaviors, decisions, and communication styles. For example, if the leaders use openness, morality, and people-oriented approaches, then the employees would mirror the same behaviors, thus developing an ethical climate of fairness, respect, and accountability (Brown & Treviño, 2021). On the other hand, unethical leaders can facilitate toxic organizational cultures through influence and enable favoritism, discrimination, exploitation, or manipulation. This ultimately causes dissatisfaction in the employees and results in non-productive working environments (Zaman & Iqbal, 2024).

The organizational culture significantly influences the ethical climate of a corporation. Corporate culture is defined as the shared beliefs, values, rituals, and behaviors of employees within the workplace. Ethical culture is part of organizational culture that accentuates integrity, compliance, respect, responsibility, and fairness. Research shows that ethical values within culture can dramatically reduce misconduct, increase employee satisfaction, and develop organizational trust (Kaptein, 2021). Ethical codes outlined in policies, training programs, codes of conduct, and performance evaluations are more apt to be implemented consistently.

Workplace ethics are also associated with corporate social responsibility. Organizations that have a strong attraction toward CSR tend to reflect strong internal ethical principles, which help elevate employee morale and improve public image. The employees in ethically responsible companies view themselves as a force for good in society; this increases their motivation and loyalty towards the organization. According to Saeed & Saleem (2022), this results in increased stakeholder trust, better brand reputation, and long-term sustainability. Despite these gains that grow from ethical practices, however, the realization of appropriate and adequate ethical frameworks in organizations has proved difficult. This includes things like lack of awareness regarding ethical codes, inconsistent policy enforcement, lack of training programs, resistance to change, lack of adequate

support from leadership, culturally embedded discrimination, and organizational silence on acts of misconduct (Nawaz & Pervaiz., 2025). More often than not, employees are well aware of such unethical behaviors but do not report them for fear of retaliation or because they cannot trust the leadership or existing mechanisms that protect them as whistleblowers. Given the importance of ethical values and their impact on workplace behavior, this study explores how ethical values impact employee behavior and interpersonal relations at work in a Pakistani context. In line with the research proposal provided, this study will follow a mixed-methods approach, drawing on both quantitative data from employee questionnaires and qualitative information obtained through interviews with managers and HR practitioners. The mixed approach ensures comprehensiveness in understanding the ways ethical values are experienced, perceived, and practiced in the workplace.

1.2 Problem Statement

While ethical values are universally recognized as crucial for healthy organizational functioning, their translation into everyday practice poses an uphill challenge for many workplaces. Aside from formal codes of conduct, HR policies, and organizational statements on issues related to fairness and integrity, unethical behavior still manifests in favoritism, harassment, abuse of authority, policy violations, corruption, information distortion, and discrimination, among others (Jamil & Rehman, 2023). These issues further deteriorate employee morale, derail proper workplace relationships, reduce trust in the management, and subsequently compromise organizational performance.

Empirical studies show that in the Pakistani context, most organizations have no formal ethics training programs, mechanisms to monitor actions, or leadership support for ethical programs. Employees often go through ethical dilemmas, having little idea about reporting channels, punitive procedures, or standards for behavior expected of them (Akhtar & Farooq, 2022). Consequently, employees are unable to understand what is expected of them by the organization and may unknowingly violate some standards of ethics or view an unethical incident in a silent mode. This silence further leads to developing such a culture where unethical practices are considered the norm.

In addition, organizational culture significantly influences employee behavior; however, in most local organizations, there is an absence of a strong ethical work climate that may lead to ambiguity in terms of behavioral expectations. Sometimes leadership itself models unethical practices that reinforce the belief that unethical actions have no consequences. Hence, the concept of ethical values and its impact on employees' behavior has not been fully investigated in the Pakistani corporate sector (Bailey, D. E., Leonardi, P. M., & Barley, S. R., 2022).

1.3 Aim of the research

The aim of the present research is:

To examine the impact of ethical values on employee behavior and interpersonal relationships at work, and to discuss organizational culture, leadership, ethics training, and challenges associated with maintaining ethical standards.

1.4 Research Objectives

The specific research objectives are based on the following research aim:

1. To determine how ethical values influence employee behavior and interpersonal relations in the workplace.
2. To examine the role of organizational culture in promoting or hindering ethical behavior among employees.
3. To assess the effectiveness of ethics training programs and codes of conduct on raising ethical awareness and ensuring compliance.
4. To understand how ethical leadership influences the ethical climate and work morale of employees.
5. The identification of main difficulties for organizations to maintain ethical standards and how such challenges are addressed.

1.5 Research Questions

The research will answer the following questions in line with the proposal:

1. How do ethical values influence employee behavior and interpersonal relationships within the workplace?
2. What is the role of organizational culture in encouraging or inhibiting good and responsible conduct by employees?
3. To what extent are ethics training programs and codes of conduct effective in developing ethical awareness and compliance?
4. How does ethical leadership influence the ethical climate and the morale of the employees?
5. What are the challenges that organizations face when trying to maintain ethical standards, and how are they addressed?

1.6 Significance of the study

This study carries theoretical and practical importance.

1.6.1 Theoretical Significance

This research contributes to the literature on workplace ethics, organizational behavior, and ethical leadership. There is a limited amount of studies conducted specifically on the organizational setting of Pakistan using mixed-method approaches, despite there being a vast amount of global research regarding ethics (Bapuji, H., & Crossan, M. 2021). This study offers an understanding of ethical values contextualized in socio-cultural and organizational dynamics specific to Pakistan. The findings extend the existing theories of ethical climate, ethical leadership, and employee behavior by adding culturally relevant insights.

1.6.2 Practical Significance

The study gives actionable suggestions to organizations looking to create better ethical culture and improve employee behavior. Managers, HR practitioners, and policy-makers can apply the findings in the following ways:

- 1 Develop effective ethical guidelines and codes of conduct
- 2 Strengthen ethics compliance training programs
- 3 Foster ethical leadership behaviors
- 4 Build ethical organizational cultures that improve trust and morale.

5 Reduce unethical practices and workplace conflicts

This study holds potential regarding marketing and HR benefits in increasing an organization's reputation, improving employee satisfaction, and supporting retention strategies (Ali, S., & Tariq, H. 2023).

1.7 Scope of the study

This study focuses on employees and managers working in various private and public organizations across Pakistan, particularly in Islamabad and Rawalpindi. The scope of the study includes:

- 1 Examination of ethical values practiced at the workplace
- 2 Analysis of employee behavior and interpersonal relationships
- 3 Assessment of leadership influence on ethical climate
- 4 Ethics training and codes of conduct review
- 5 Identification of organizational challenges in ethics management

The research takes into consideration various sectors, and no single industry has been covered to ensure generalizability of results.

1.8 Operational Definitions

Let me clarify some of the key terms used in the study. The definitions are as follows:

Ethical Values

Basic values guiding behavior at the workplace include honesty, fairness, respect, responsibility, and integrity (Baig, R., & Khalid, A. 2022).

Employee Behavior

Observable workplace actions are defined to include cooperation, compliance, interpersonal communication, performance, and ethical conduct.

Organizational Culture

Shared beliefs, values, norms, and practices that guide and shape the behavior of employees within an organization.

Ethical Climate

Employee perceptions of the extent to which the organization supports ethical practices are included. (Zaman & Iqbal, 2024)

Ethical Leadership

It means leadership that is characterized by: fairness, moral integrity, transparency, and people-centered decisions.

Codes of Conduct

Formalized set of rules that list the expected and acceptable standards of workplace behavior, responsibilities, and actions that are forbidden.

1.9 Summary

This chapter introduced the study comprehensively by setting, amongst other things, the background, problem statement, purpose and objectives of the research, questions to be answered, its scope, limitations, and operational definitions. In this way, it laid a proper foundation for the investigation on how the ethical values are shaping employee behavior and organizational culture in the Pakistani workplaces. The next chapter includes a comprehensive literature review related to business ethics, ethical climate, ethical leadership, organizational culture, and employee behavior.

Chapter 2: Literature Review

2.1 Introduction

Over the last decade, the literature on workplace ethics has grown exponentially, given the recognition by organizations worldwide that ethical behavior is of strategic importance in sustaining performance and building trust, which serves to enhance organizational legitimacy. Ethical values are no longer perceived as purely moral ideals but as organizational assets with a direct impact on the behavior, productivity, and work relations of employees within an organization (Arif, M., & Gulzar, S. 2021). The present chapter critically discusses the theoretical and empirical literature on ethical values and their impact on employee behavior within organizational settings, focusing on the variables of the current study, namely, ethical values, ethical leadership, organizational culture, ethics training programs, codes of conduct, and employee ethical behavior.

Researchers, over the years, have pointed out that ethical values provide the base for forming the perceptions of employees regarding fairness, justice, and respect in the organizational environment. Ethical values define acceptable behavior and guide choices in situations where there are difficulties in choosing between a correct and an incorrect path. According to Ahmed & Khan (2022), ethical values lead to increased consistency in behavior with greater accountability arising from shared standards governing professional behavior. According to Rahman et al. (2022), ethical values build interpersonal trust and reduce workplace conflicts to lead to constructive relationships among the working population.

Employee behavior is believed to be heavily influenced by the ethical climate created by organizational leaders. Ethical climate refers to the collective perception of what constitutes ethical conduct within the organization. As pointed out by Zaman and Iqbal (2024), employees who perceive their workplace as ethical exhibit higher motivation and a greater willingness to follow the rules and engage in their tasks in a very positive way. One thing to note is that both strong and weak ethical environments have the potential of inhibiting harmful behaviour like bullying, discrimination, harassment and exploitation (Etikan, I. 2022)..

Recent research highlights organizational culture as the main determinant of ethical tone at work. According to Schein (2021), an organization's culture refers to the interconnected system of shared

beliefs, values, rituals, and assumptions that help guide the thinking, behaviors, and choices of its members. Ethical culture, as the subculture of organizational culture, manifests the reinforcement of ethical values through formal mechanisms, such as codes of conduct and policies, and informal mechanisms, including leadership modeling and peer behavior. Kaptein (2021) posits that ethical culture is one of the strongest predictors of ethical employee behavior because it integrates ethical expectations within daily work practices.

Among the most crucial factors that have been found to facilitate ethical values at workplaces is leadership. Ethical leadership is about demonstrating appropriate conduct by way of personal action, communication, decision-making, and reinforcement. Leaders are role models, and their behavior regarding ethics or unethical behavior significantly influences employee behavior in view of ethical issues (Brown & Treviño, 2021). When the leaders practice fairness, transparency, and accountability, it brings a reflection of this behavior in employees, which leads to enhanced ethical compliance and a better ethical climate.

Ethics training programs and codes of conduct are at the core of reinforcing the building blocks of ethics. First, ethics training increases awareness related to ethical expectations and provides employees with ways to handle ethical dilemmas professionally. On the contrary, codes of conduct are written to specify what behaviors are acceptable and which are not. According to Nawaz and Pervaiz (2025), the effectiveness of a training intervention or codes lie in its continuous implementation along with commitment from top leadership. In Pakistan, workplace ethics have gained much prominence in recent times, as organizations strive to bring improvement in governance, transparency, and integrity of the workforce. In Pakistani organizations, very often, favoritism, a weak monitoring system, and irregularities in the implementation of ethics are found to be common issues, which are evident from the studies (Hassan & Yousaf, 2024). These issues indicate a weakness in the ethical grounds and further strengthen the importance of empirical studies like the present research.

The review is organized around several key sections. First, the chapter covers an in-depth overview of ethical values and their theoretical underpinnings. Second, it reviews employee behavior and factors influencing ethical conduct. Third, it covers ethical leadership and its role in shaping the ethical climate. Fourth, it discusses organizational culture and its impact on ethical practices. Fifth,

it reviews the importance of ethics training and codes of conduct. Finally, it presents the conceptual framework and identifies the gaps in previous research.

2.2 Ethical Values

Ethical values are basic principles which guide the moral behavior of individuals in organizations. They constitute a basis for determining right or wrong and, subsequently, grounding decisions, actions, and human interactions. In organizational studies, ethical values have been defined as shared principles of what is acceptable behavior at work: the principles of honesty, fairness, respect, integrity, responsibility, and accountability (Kaptein, 2021). These values are encapsulated in organization policies, leader behavior, and the general work environment and eventually determine the ethical climate perceived and experienced by employees.

2.2.1 The Concept of Ethical Values in Organizations

Ethical values are not only abstract beliefs, but they are mechanisms operating within an organization to control behavior and enable it to uphold certain professional and moral standards. According to Ahmed & Khan (2022), ethical values ensure organizational harmony by establishing a set of expectations of behavior that minimize ambiguity in guiding employees on morally wrong actions. In addition, Rahman et al. (2022) opine that an organization which enforces ethical values develops trust and diminishes practices of misconduct, thus improving the quality of relationships at the workplace.

In the contemporary workplace, ethical values bear increased importance in light of growing public expectations for transparency, social responsibility, and fairness. Employees are increasingly conscious of their rights and their ethical responsibilities, while stakeholders do the same, asking for organizational accountability. From 2021 to 2025, studies have placed ethics at the heart of attaining greater organizational performance, brand reputation, and employee engagement. (Saeed & Saleem, 2022; Smith, 2023).

2.2.2 Dimensions of Ethical Values

Ethical values in an organization are defined by several dimensions, including:

Integrity

Integrity was defined as consistency between a person's actions and moral principles. Thus, workers with high integrity stand up for ethical standards even in the face of pressure; they are authentic, honest, and morally responsible (Brown & Treviño, 2021).

Fairness

Fairness concerns the principle of treating employees equitably, making decisions free from personal biases, and carrying out organizational processes in a transparent manner. Fair treatment decreases conflicts, boosts morale, and strengthens the feeling of trust in the organization.

Respect

Respect means acknowledging the worth and dignity of every worker. Respectful behavior fosters positive communication, reduces hostility in the workplace, and encourages teamwork.

Responsibility

Responsibility implies accountability for one's actions. Responsible employees conduct their duties diligently and adhere to the norms and expected ethical standards of the organization.

Honesty

Honesty denotes the truthfulness of communication and decision-making. A behavior of honesty discourages manipulation, fraud, and deception and hence contributes to organizational integrity.

Compliance

Compliance represents the observing of policies, rules, and ethical codes set by the organization. Values emphasizing compliance maintain order, discipline, and standardization in behavior (Nawaz & Pervaiz, 2025).

Collectively, these dimensions create a framework through which ethical values influence employee behavior and organizational functioning.

2.2.3 Theoretical Foundation of Ethical Values

Several foundational theories reinforce the study of ethical values in organizational behavior and moral philosophy. These theories help explain how ethical values shape employee behavior and why individuals choose to act in ethical or unethical ways.

Stakeholder Theory

Stakeholder Theory focuses on the protection of the rights, interests, and welfare of all categories of stakeholders (employees, customers, and communities). Ethical values ensure decisions benefit a wide array of stakeholders without harming any one group. Saeed and Saleem (2022) observe that stakeholder-oriented organizations are much more ethical and socially responsible.

Theory of Planned Behavior (TPB)

TPB suggests that the intentional behaviors are shaped by personal attitude, subjective norms, and perceived behavioral control. Ethical values strengthen positive attitudes towards ethical behavior and, hence, employees' likelihood of acting ethically, even in ambiguous situations. Smith (2023).

2.2.4 Importance of ethical values in the workplace

Recent studies have highlighted that ethical values significantly impact organizational effectiveness, employee commitment, and long-term sustainability. Some of the major benefits include:

- 1 Better employee behavior means communicating respect, cooperation, and adherence to rules (Rahman et al., 2022).
- 2 Reduced unethical practices: Organizations characterized by strong ethical values have fewer cases of harassment, corruption, discrimination, and fraud.
- 3 Increased trust and morale: Ethical environments establish a relationship of trust between employees and management, and this confidence leads to increased job satisfaction.
- 4 Better leadership effectiveness: Ethical leaders are perceived as more credible, and employees tend to follow them (Brown & Treviño, 2021).
- 5 Positive organizational reputation: Companies known for ethical behaviors tend to attract talent, customers, and investment.

2.2.5 Ethical Values in the Pakistani Workplace Context

Studies carried out from 2021 to 2025 indicate a serious level of ethical issues in the corporate environment. Some common issues pertain to favoritism, discrimination, abuse of authority, poor policy implementation, and little sign of ethical training programs. According to Hassan and Yousaf (2024), most employees are aware of unethical practices but do not dare to inform about this for fear of retaliation, showing there is a need for better policies to protect whistleblowers.

These challenges notwithstanding, organizations that actively implement ethical frameworks tend to have better employee satisfaction, more prudent governance practices, and healthier workplace relationships. Therefore, a study of ethical values in the Pakistani context is warranted to understand how these values shape employee behavior and organizational performance.

2.3 Employee Behavior

Employee behavior refers to the set of actions, decisions, attitudes, and interpersonal interactions exhibited by employees within the workplace. It reflects how employees respond to norms set by organizations, expectations set by leadership, ethical values, and situational factors. In organizational research, the behavior of an employee depends on many variables such as job satisfaction, motivation, style of leadership, work environment, and, most importantly, the ethical climate of the organization. Understanding employee behavior is critical in that it directly adds to workplace productivity, organizational citizenship behavior, or OCB, performance outcomes, and overall organizational success (Farooq, S., & Raza, W. 2024).

2.3.1 Concept of Employee Behavior

Employee behavior can be defined as both task-related and relationship-oriented. The task-related behaviors include performance, responsibility, compliance with the rules, and quality of work. Relationship-oriented behaviors include cooperation, communication, interpersonal respect, teamwork, and ethical conduct. According to Murtaza and Dar (2023), ethical values significantly influence the two groups because they condition employees' propensity to engage in positive attitudes and actions and discourage them from behaviors detrimental to the realization of organizational objectives.

The cognitive and emotional perceptions of the employees about their workplace environment also determine their behavior. Perception of organizational justice, sincerity of the leaders, or ethical transparency generally influences the response pattern of the employees to the expectations set by the organizations. When employees find the workplace ethical, they respond with responsible, respectful, and cooperative behavior (Smith, 2023). A reverse situation occurs in workplaces where unethical practices prevail, leading to disengagement, conflict, misconduct, and lower levels of productivity.

2.3.2 Dimensions of Employee Behavior

Employee behavior is multidimensional and can be categorized into several key dimensions related to workplace ethics:

Ethical Behavior

It includes honesty, transparency, compliance with the rules, respect for others, and accountability. Such employees who portray ethical behavior create a healthy work atmosphere, minimize conflict, and preserve organizational values. Nawaz and Pervaiz (2025) point out that organizational culture and leadership modelling determine ethical behavior.

Unethical Behavior

Unethical practices would include the following: dishonesty, fraud, discrimination, harassment, gossiping, and abuse of authority. Research in 2021-2025 found that unethical behavior typically materializes when there is a lack of clear ethicality, weak mechanisms for enforcement, and inconsistency in leadership practice (Hassan & Yousaf, 2024).

Organizational Citizenship Behavior (OCB)

OCB is an extra-role, voluntary behaviors that benefit the organization. Examples of such behaviors include colleagues helping one another, showing initiative, and promoting a favorable work atmosphere. Saeed & Saleem (2022) comment that ethical climate significantly predicts OCB since the employees, while trusting in the organization, are more likely to show extra-role positive intentions beyond the formal job requirements.

Counterproductive Work Behavior (CWB)

CWB includes certain organizational-destructive behaviors like absenteeism, work avoidance, creating conflict, or workplace sabotage. According to Zaman and Iqbal (2024), unethical environments heighten the probability of CWB due to frustration, mistrust, and organizational dissatisfaction.

Interpersonal Behavior

Interpersonal behavior encompasses communication, teamwork, cooperation, respect, and conflict resolution. Ethical values contribute to positive interpersonal behavior by promoting honesty, empathy, and fairness in professional relationships.

Compliance Behavior

Compliance behavior is related to individuals' observance of organizational rules, ethical guidelines, and codes of conduct. Employees show compliance when they value integrity and are motivated to orient themselves towards the expectations set by the organization (Ghani, F., & Qureshi, M. 2021).

2.3.3 Factors influencing Employee Behavior

Employee behavior is influenced by a variety of factors, both internal and external:

Ethical Climate

The ethical climate is a major determinant of employee behavior. In the case of perceived ethical climate, the employees feel psychologically safe, which will foster ethical decision-making and respectful behavior. According to the findings of Zaman and Iqbal (2024), an ethical climate has significantly reduced unethical practices while fostering moral behavior.

Leadership Behavior

Leadership behavior, and most specifically ethical leadership behavior, has a profound impact on the conduct of all employees. Ethical leaders model moral behavior, treat people fairly, and reward integrity. As Brown and Treviño (2021) state, ethical leaders establish work environments where "people would be inspired to behave ethically and would be deterred from misbehavior."

Organizational Culture

A culture that upholds ethical values fosters responsible behavior on the part of employees. When ethical norms are internalized through organizational routines, employees will automatically engender ethical behaviors (Kaptein, 2021).

Ethics Training

These programs bring clarity to the expected behaviors and also furnish ways of handling ethical dilemmas. According to Nawaz and Pervaiz (2025), ethics training increases awareness and compliance and boosts moral reasoning.

Policies and Codes of Conduct

Policies and codes of conduct dictate formal expectations of behavior. When consistently enforced, they lessen incidents of unethical behavior and improve behavioral alignment.

2.3.4 Impact of Ethical Values on Employee Behavior

Ethical values mould the behavior of employees through various mechanisms:

Internalization of Values

Employees internalize the ethical values promoted by their organization. This internalization guides decision-making and reduces ambiguity in moral dilemmas in their choice of actions and decisions.

Increased Trust

Ethical values develop trust among employees, supervisors, and the organization as a whole. Trust fosters cooperation, loyalty, and civility among individuals (Rahman et al., 2022).

Improved Job Satisfaction

There is a higher degree of job satisfaction when workers consider their workplace to be ethical. Murtaza and Dar (2023) showed that an ethical workplace decreases stress levels and increases commitment.

Reduced Ethical Misconduct

Ethical values lessen harassment, discrimination, corruption, and other deceitful activities. Conflicts and misbehavior cases also decrease in organizations where ethical principles are strong (Hassan & Yousaf, 2024).

Stronger Organizational Citizenship Behavior

It is the ethical values that compel employees to work beyond their official roles and contribute positively towards the workplace.

2.3.5 Employee Behavior in the Pakistani Workplace Context

Studies conducted in Pakistan have also indicated how cultural norms, patterns of leadership, and organizational code of ethics are deep-seated in shaping employee behavior. While the majority of organizations in Pakistan proclaim ethics on paper, the actual implementation is very poor. Favoritism, inconsistent rules and regulations, and lack of accountability are some reasons employees mention that shape their behavior at work.

However, it has also been found that organizations which heavily foster ethical values through training, leadership development, and transparent systems tend to have better employee attitudes, lower turnover intentions, and better workplace relationships (Hassan & Yousaf, 2024). This section lays the basic understanding for exploring how ethical values influence employees' behavior in the workplace context of Pakistan.

2.4 Ethical Leadership

Ethical leadership has become one of the most influential factors for ethical conduct within organizations. With the increasing dynamism, diversity, and complexity of contemporary workplaces, leaders should not only guide organizational functions but also model ethical principles that inspire employee behavior. Ethical leadership can be defined as the expression of normatively appropriate conduct through personal action, communication, and decision-making,

and reinforcement of such conduct through rewards, discipline, and coaching. It emanates from the integrity, fairness, transparency, and moral accountability of the leader.

2.4.1 Concept of Ethical Leadership

Ethical leadership is based on moral values that highlight responsibility, respect, justice, honesty, and concern for the welfare of others. Ethical leaders manifest exemplary principled conduct and ensure compliance with standards of right conduct in the organization. As noted by Zaman and Iqbal (2024), ethical leadership influences moral judgment and forms an ethical climate through clear moral guidance. Ethical leaders do not simply enforce the rules but rather influence behaviors through example—a process often referred to as “leading by example.”

Leadership studies conducted between 2021 and 2025 suggest that employees consider leaders to be ethical if they show fairness in decision-making, respect in communication, transparency in processes, and accountability in actions. These perceptions will influence the behavior of employees a great deal and their interpretation of organizational expectations. Hassan & Yousaf, 2024.

2.4.2 Dimensions of Ethical Leadership

Ethical leadership has a number of dimensions that together create employee behavior and workplace ethics.

Integrity

Integrity represents the correspondence between what a leader says and does. Leaders who demonstrate integrity create trust and predictability, which encourage employees to align with organizational values.

Fairness and Justice

Ethical leaders deal equitably with all employees and make impartial decisions. As argued by Saeed and Saleem (2022), fairness in the workplace reduces conflict, eliminates favoritism, and increases employee satisfaction.

Role Modeling

Leaders lead by example with ethical behavior. This is emulated in the employees through observation, as stated in Social Learning Theory (Brown & Treviño, 2021).

Ethical Communication

Ethical leaders communicate candidly and consistently. Clear communication regarding ethical expectations minimizes misunderstandings and strengthens compliance.

Accountability

Ethical leaders are responsible for their actions and hold employees accountable. Mechanisms for accountability reduce the incidence of unethical behavior such as corruption, discrimination, and policy violations.

Empowerment and Support

Ethical leaders support employees' well-being, encourage their personal development, and empower them to speak up about ethical concerns without retaliation.

2.4.3 Theoretical Foundations of Ethical Leadership

Several theoretical perspectives explain ethical leadership's influence on employee behavior:

Social Learning Theory

In Bandura's theory, employees learn proper behavior by observing leaders. Leaders who practice ethical behavior, such as being honest, fair, and transparent, inspire employees to follow suit.

Transformational Leadership Theory

Transformational leaders inspire employees by using vision, trust, and high moral standards. They encourage employees to go beyond self-interests for the benefit of the greater organizational good.

Leader-Member Exchange LMX Theory

According to the LMX theory, leader-employee relationships based on trust and respect are likely to promote ethical behavior, minimize conflict, and increase cooperation.

Behavioral Ethics Theory

This theory explains how ethical decisions are influenced by individual cognition and social cues. Ethical leaders provide a moral framework which steers the ethical reasoning of employees.

2.4.4 Impact of Ethical Leadership on Employee Behavior

Ethical leadership greatly impacts workplace behavior in many ways:

Improving ethical compliance

Employees are more likely to follow the code when the leadership demonstrates integrity by modelling compliant behavior themselves.

Reducing Unethical Behavior

Research reveals that ethical leadership leads to lower incidents of harassment, bullying, fraud, and discrimination. (Hassan & Yousaf, 2024)

Building Organizational Trust

Ethical leaders build trust through transparency and fairness; thus, trust encourages employees to engage with the organizational objectives in a positive way.

Encouraging Reporting of Ethical Misconduct

Leadership that fosters a supportive and safe reporting environment increases the likelihood of employees reporting unethical practices.

Increasing Job Satisfaction and Engagement

Ethical leaders encourage psychological safety, which improves job satisfaction and encourages employees to practice positive workplace behaviors.

Facilitating Organizational Citizenship Behavior (OCB)

Employees are willing to perform extra-role behaviors like helping others and supporting organizational initiatives when they perceive leaders as ethical.

2.4.5 Ethical Leadership and organizational ethical climate

The ethical climate of an organization is primarily set by leadership behavior. Ethical leaders influence ethical climate through:

- Consistent enforcement of ethical policies
- Fair and transparent decision-making processes
- Encouraging open communication about ethical concerns
- Creating a culture where ethics are valued

According to Zaman and Iqbal (2024), ethical leadership is one of the strongest predictors of the ethical climate in Pakistani organizations.

2.4.6 Ethical Leadership in the Pakistani Workplace Context

Pakistani leadership practices reflect hierarchical structures, power distance, and cultural expectations. Despite the fact that many organizations talk about ethics, the behaviors of actual leaders reflect unethical practices. Some common unethical organizational practices include nepotism, lack of accountability, poor policy implementation, and discouragement of employee voice due to the influence of culture.

The organizations that have implemented ethical leadership training and also strengthened accountability mechanisms reported improved employee satisfaction, reduced misconduct, and enhanced organizational performance accordingly. Thus, Hassan & Yousaf (2024) underscore the need for strong ethical leadership to ensure a healthy workplace environment.

2.5 Organizational Culture and Ethical Climate

Organizational culture and ethical climate are crucial determinants of how ethical values are practiced, interpreted, and maintained within workplaces. While organizational culture entails shared beliefs, norms, and assumptions that guide employees' behaviors, ethical climate refers specifically to the perceptions of employees about ethical practices, norms, and standards of decision-making in an organization. A strong organizational culture with instilled ethical values promotes responsible behavior, minimizes misconduct, and builds trust among employees. On the

other hand, weak or vague cultures result in ethical violations, inconsistency in behavior, and dissatisfaction among employees (Kaptein, 2021).

2.5.1 Concept of Organizational Culture

Organizational culture refers to the common values, beliefs, rituals, and practices that guide and influence the behavior of employees and their interactions with the company. According to Schein (2021), culture is manifested on three levels:

1. Artefacts- visible elements like dress codes, communication styles, and office layouts.
2. Espoused values - organizational strategies, goals and philosophies.
3. Basic underlying assumptions: Deeply held beliefs, often unconscious yet powerful in driving behavior.

Together, these layers interact to drive workplace behaviors and reinforce organizational functioning.

Organizational culture has a long-lasting impact on how employees perceive the organization, how they engage in work tasks, and how they interpret leadership decisions. Culture serves as a guideline for behavior during routine operations as well as during ethical dilemmas.

2.5.2 Ethical Culture

Ethical culture is that form of organizational culture that focuses on upholding ethical values, fairness, transparency, and responsibility. According to Kaptein in 2021, a few dimensions of ethical culture are:

- 1 Clarity of ethical expectations
- 2 Consistency between policies and practices
- 3 Feasibility, which means that employees are supported in following ethical guidelines
- 4 Supportability: this reflects fairness and respect in the workplace.
- 5 Transparency: maintaining openness in communication and decision-making processes.
- 6 Discussability: stimulating ethical discourse
- 7 Sanctionability: ethical and unethical behaviors are duly rewarded or disciplined.

A strong ethical culture promotes ethical decision-making, reduces ambiguity, and strengthens the moral judgment of employees.

2.5.3 Ethical Climate

Ethical climate is defined as employees' perceptions of the ethical norms and values guiding decision-making in the workplace. According to Zaman & Iqbal (2024), this shapes how employees understand ethical challenges, determine acceptable behavior, and interpret organizational expectations.

There are several types of ethical climate:

Caring Climate

It emphasizes concern for others, collaboration, and mutual respect. Workers act ethically because they cherish relationships and collective well-being.

Rules Climate

Emphasizes adherence to organizational policies, codes of conduct, and formal procedures. Employees are guided strongly by documented rules.

Law and Code Climate

Emphasizes compliance with legal standards, regulations, and industry codes.

Instrumental Climate

Characterized by self-interest and organizational profit, often linked to unethical behavior and weak ethical oversight.

Independence Climate

The organization encourages employees to rely on personal moral values when making decisions.

Research shows that caring, rules, and law/code climates encourage ethical behavior, while instrumental climates propagate misconduct and unethical decision-making (Hassan & Yousaf, 2024).

2.5.4 Relationship between organizational culture and ethical climate

While related, the concepts of organizational culture and ethical climate are distinct. Whereas culture provides the core values, ethical climate is the way employees perceive that those values are enacted in their day-to-day work.

Cultural Values Influence Ethical Perceptions

When organizational culture emphasizes integrity, fairness, and respect, employees are likely to view the ethical climate as strong. This perception thus influences ethical behaviour.

Leadership Reinforces Culture

Ethical leaders translate cultural values into policies and systems, bolstering an ethical climate. When ethical leadership is inconsistent, it undermines ethical expectations and facilitates misconduct (Brown & Treviño, 2021).

Policies and Procedures Reflect Culture

Organizations with a strong ethical culture have clear guidelines that support and enhance the expectations of ethics, contributing to a structured, rules-based ethical climate.

Peer Behavior Shapes Climate

Employees observe one another, and behaviors get normalized. Positive peer behavior strengthens the ethical climate, while unethical peer behavior erodes it (Smith, 2023).

2.5.5 Impact of Organizational Culture on Employee Behavior

Organizational culture strongly influences employee behavior through:

Shaping Norms and Expectations

Culture communicates what behaviors are acceptable or unacceptable. Employees align with cultural norms to avoid social penalties.

Improving Job Satisfaction

Supportive and ethical cultures support satisfaction and psychological well-being, which reduces turnover intentions.

Encouraging Ethical Behavior

The benefits of an ethical culture include fewer incidents of corruption, fraud, harassment, or discrimination in organizations.

Enhancing Interpersonal Relations

A culture that fosters respect and integrity serves to enhance teamwork and communication.

Strengthening Accountability

Strong cultures ensure that unethical behaviors are discouraged, reported, and appropriately disciplined.

2.5.6 Organizational culture and employee behavior in the Pakistani workplace

Organizational culture in Pakistan will be shaped by hierarchical structures, collectivism, and cultural norms regarding respect for authority, loyalty, and social relationships. While these attributes may bind employees well together and help improve workplace harmony, they may also be sources of potential difficulties such as favoritism, silence in the face of wrongdoing, or retaliation against whistleblowers (Nawaz & Pervaiz, 2025).

Many organisations in Pakistan are now in the process of transformation towards global standards for ethical behavior. Improvement in leadership transparency, ethics training, and cultural reforms has brought a better ethical climate and behavior of employees, as some studies reveal (Hassan &

Yousaf, 2024). However, challenges such as weak enforcement mechanisms and cultural tolerance for unethical practices remain prevalent.

2.5.7 Importance of Ethical Climate in Employee Behavior

The ethical climate significantly shapes employee behavior by:

- 1 Providing moral guidance and clarity
- 2 Reducing opportunities for unethical conduct
- 3 Increasing trust of employees in management
- 4 Reinforcing a sense of accountability
- 5 Creating an emotionally safe workplace

Zaman and Iqbal (2024) conclude that an ethical climate directly influences employees' behavior by enhancing their ethical compliance and diminishing counterproductive behaviors.

2.6 Ethics Training

Ethics training and codes of conduct are very crucial in enhancing ethical behavior and setting the ethical climate of organizations. Whereas ethical values, leadership, and culture provide the foundation for ethical practices, ethics training and formalized codes equip employees with guidance, tools, and competencies to act ethically. Further, this section identifies the research gaps within the existing scholarship and presents the conceptual framework that informs the present study.

2.6.1 Ethics Training in Organizations

Ethics training is defined as formal programs that aim at improving employees' comprehension of ethical issues, expectations, and ways of dealing with ethical dilemmas. The programs are supposed to create moral awareness, encourage ethical values, and ensure integrity among employees (Nawaz & Pervaiz, 2025).

Purpose of Ethics Training

Ethics training has multiple organizational purposes:

- a. **Increasing Ethical Awareness:** Staff learn to recognize ethical dilemmas and realize organizational expectations of conduct.
- b. **Enhancing Moral Judgment:** Training can enhance the ability of employees to analyze any situation based on ethics and act accordingly.
- c. **Avoiding Unethical Behavior:** Well-designed ethics training reduces the chances of misconduct, fraud, harassment, and discrimination (Hassan & Yousaf, 2024).
- d. **Decision-Making Skills Improvement:** About how to use ethical reasoning models in difficult-to-handle work situations is taught to employees.
- e. **Supporting Organizational Transparency:** Ethics training promotes reporting of misconduct, free flow of information, and accountability.

Types of Ethics Training

Recent organizational research identifies several types of ethics training:

- a. **Compliance-Based Training:** Follows rules, regulations, and organizational policy to ensure compliance.
- b. **Values-Based Training:** Emphasizes ethical principles, moral reasoning, and organizational values rather than relying on rules alone.
- c. **Scenario-Based Training:** Uses real-life simulations, case studies, and role-play to build practical problem-solving abilities.
- d. **Digital Ethics Training:** With the increase in remote working, digital modules and online workshops have made ethics awareness sessions more accessible.
- e. **Leadership Ethics Training:** Specialized programs for managerial staff: strengthening ethical decision-making and fostering value-driven leadership.

Effectiveness of Ethics Training

Research in 2021–2025 consistently shows that ethics training enhances ethical employee behavior, but effectiveness does depend on:

- Leadership support
- Frequency of training
- Relevance and quality of content
- Integration with organizational policies

Mechanism of compliance monitoring Saeed and Saleem (2022) discovered that employees who regularly participate in ethics training programs show significantly higher ethical awareness, sounder compliance behavior, and better improvement in workplace relations. However, training is ineffective unless backed by an ethical culture and strongly enforced through leadership. Rahman et al. (2022).

2.7 Codes of conduct in an organization

Codes of conduct are formal documents that prescribe organizational expectations, acceptable behavior, ethical imperatives, and finally, consequences for misconduct. This will help in bringing clarity, structure, and consistency in dealing with ethical matters.

2.7.1 Purpose of Codes of Conduct

These codes of conduct have numerous important functions:

a. Setting Behavioral Standards: They outline expected behaviors concerning integrity, equity, harassment, confidentiality, and respect.

b. Reducing Ambiguity: Employees know what is right and what is wrong in cases of ethical ambiguity.

c. Accountability Enforcement: Codes stipulate the actions that amount to misconduct and the resultant disciplinary measures needed; thus, they ensure fairness.

d. Communicating Organizational Values: Codes reinforce the organization's ethical identity.

e. Employee Protection: They ensure employees understand their rights and responsibilities, therefore making the workplace much safer.

2.7.2 Components of Effective Codes

Effective codes of conduct include:

- 1 Ethical principles: integrity, fairness, transparency
- 2 Behavioural policies for employees and managers
- 3 Conflicts of interest - rules for handling
- 4 Anti-discrimination and anti-harassment policies
- 5 Confidentiality and data protection rules
- 6 Whistleblower protection guidelines
- 7 Enforcement mechanisms and penalties

2.7.3 Role of Codes of Conduct in Shaping Employee Behavior

Codes of conduct shape employee behavior by:

- Providing reference points for ethical decisions
- Encouraging compliance
- Reducing unethical behavior
- Promoting equality and respect
- Increasing trust between employees and management

Hassan and Yousaf (2024) note that organizations which had a clearly implemented code of conduct showed fewer ethical violations and more employee satisfaction.

2.8 Research Gap

Although considerable research exists regarding workplace ethics, there are a number of gaps present, particularly in the context of Pakistani organizations.

- 1. Limited Quantitative Research in Pakistan:** Most of these studies are qualitative or conceptual. Less quantitative large-scale research has focused on how ethical values influence employee behavior.
- 2. Inadequate Emphasis on Multiple Variables in Combination:** There have been few studies that examined ethical leadership, organizational culture, ethics training, codes of conduct, and employee behavior all within one model.
- 3. Weak contextual focus on Pakistani organizations:** Despite the prevalence of ethical issues in Pakistani workplaces, empirical studies are scarce and outdated.
- 4. Lack of sufficient analysis on ethical climate as a mediating variable:** Although ethical climate is a critical factor, its mediating or moderating role is underexplored.
- 5. Limited Research on Interpersonal Behavior Outcomes:** Whereas unethical conduct has been examined, few studies consider how ethical values influence cooperation, teamwork, and interpersonal harmony.
- 6. Gaps in Measuring Effectiveness of Ethics Training:** Generally, empirical evidence on effectiveness of ethics programs is assumed in Pakistan but not measured.

Given these gaps, the current study contributes by providing:

- A quantitative assessment of ethical values
- A model incorporating leadership, culture, training, and codes
- Contextual insights from Pakistani workplaces
- An empirical framework linking ethical values to employee behavior.

2.9 Conceptual Framework

The reviewed literature has established the conceptual framework of this quantitative study on organizational behavior theories, ethical climate theory, and social learning theory. This conceptual model has been designed to reflect the influence of ethical values on employee behavior, mediated by organizational variables.

Variables involved in the study

Independent Variable (IV)

Ethical Values in the Workplace

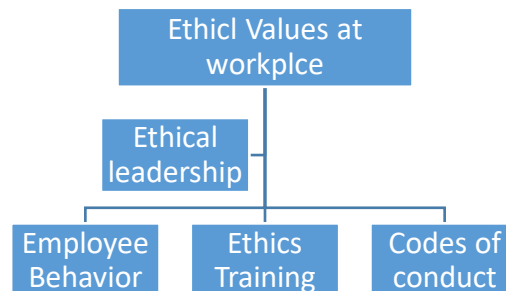
Dependent Variable (DV)

Employee Behavior

Mediating/Moderating Variables

Literature recognizes their influence, but your proposal is focused principally on direct relationships. Thus, they are discussed but are not tested as mediators unless you decide to include them.

- 1 Ethical Leadership
- 2 Organizational Culture
- 3 Ethics Training
- 4 Codes of Conduct



Literature-Based Model Justification

Ethical Values → Employee Behavior

Ethical values shape employee communication, collaboration, and adherence to organizational policies.

Ethical Leadership → Ethical Behavior

Leadership impacts the decision-making and moral judgments of employees (Brown & Treviño, 2021).

Organizational Culture → Behavioral Norms

Culture creates shared expectations that influence where behavior falls on the ethical/unethical continuum.

Ethics Training → Ethical Awareness

According to Saeed & Saleem (2022), training bolsters competence, thereby reducing ambiguity in ethical dilemmas.

Codes of Conduct → Behavioral Accountability

Formal guidelines reduce unethical behavior through the explanation of consequences (Hassan & Yousaf, 2024).

Taken together, these relationships provide a complete framework for understanding workplace ethics.

2.10 Chapter Summary

It includes a comprehensive review of relevant literature on ethical values, employee behavior, ethical leadership, organizational culture, ethics training, and codes of conduct. The review indicated how organizational factors mould ethical behavior and how ethical values are at the core of fostering responsible conduct. Ethical leadership and organizational culture became significant forces shaping the ethical climate; ethics training and codes of conduct consolidated moral awareness and responsibility.

Significant gaps in research evidence had been identified, particularly within the Pakistani context, which further supported the need for the quantitative investigation of the said relationships. The chapter then concludes with a conceptual framework that guides the empirical analysis in the successive chapters.

Chapter 3: Research Methodology.

3.1 Introduction

The methodology chapter presents a detailed description of the systematic procedures, tools, and strategies utilized in conducting the research scientifically and objectively. In any academic research, methodology is an important aspect because it brings transparency, rigor, and structure to the investigation. It ensures that the research questions are addressed by valid and reliable methods that enable generalizable and evidence-based conclusions (Hassan, M., & Yousaf, N. 2024). This covers discussions on research design, population and sampling technique, measurement and instrumentation, scale of measurement, pilot testing, validity and reliability procedures, data analysis methods, ethical considerations, and limitations to the study. This research study adapts a pure quantitative research approach, in line with your revised requirement and based on the research proposal.

Ethical values at work are multi-dimensional in nature and best measured systematically to understand how they influence employees' behaviors. A quantitative approach allows the researcher to measure variables numerically, test relationships statistically, and interpret results objectively. Quantitative methodology is most relevant when one seeks to measure tendencies of behavior, evaluate perceptions, and establish the degree of relationships between different factors through standard instruments (Creswell & Creswell, 2022). Workplace ethics involves large groups of employees, diverse organizational settings, and standardized perceptions; hence, quantitative research provides the required precision in assessing patterns and relationships.

The research explains the impact of ethical values on employee behavior within an organizational setting in Pakistan. Precisely, the study focuses on how ethical values, moderated by enabling factors such as ethical leadership, organizational culture, codes of conduct, and ethics training, influence employees' behavior. Quantitative research allows the researcher to gather data from the responses provided by a significant number of employees across various organizations, facilitating generalization of findings and representation of real practices (Johnson, D. 2023).

Quantitative research is empirical in nature and relies on the use of structured questionnaires, statistical measures, and standardized scales. The survey approach has been followed in this study because it is economical, saves time, and can be used for dispersed populations. Survey methods

are commonly used in research related to organizational behavior for measuring perceptions, attitudes, and behavioral intentions (Saunders et al., 2019). By adopting this method, this research ensures that the variables related to ethical values and employee behavior are measured objectively, and statistical analysis can be used to test hypotheses and determine the strength of relationships.

Quantitative methodology requires the clear specification of variables. The independent variable here is Ethical Values at Workplace, and the dependent variable is Employee Behavior. Ethical leadership, organizational culture, ethics training, and codes of conduct are measured to understand their indirect influence on workplace ethics. These constructs have been operationalized using validated and widely referenced scales to ensure appropriate reliability and accuracy.

In this paper, a cross-sectional survey design is adopted, representing data gathered at one point in time. Cross-sectional studies are appropriate for testing current perceptions and behaviors as well as discovering how variables might be related to each other without manipulating any conditions (Bryman, 2021). This paper thus uses this design to analyze how ethical values currently function within Pakistani organizations and how employees perceive the implementation of ethics in practice.

The study population comprises employees working in public and private sector organizations in Pakistan. However, the research will focus more on Islamabad and Rawalpindi because of ease of access and relevance to managerial and corporate sectors. Convenience sampling will be used to select a sample of employees, a method commonly utilized in organizational studies where participants are easily accessible and willing to provide data. According to Etikan (2022), the sample size is determined from statistical guidelines for regression analysis, which requires a minimum of 200 responses so that analytical validity can be assured.

Data were collected by the use of a structured questionnaire administered online through Google Forms. Online surveys enable wider reach, quicker response rates, and less expense than other modes of administration. The instrumentation section describes scales on ethical climate, ethical leadership, and employee behavior (Kamal, M. Y., & Zafar, S. 2022). Each of the scales used in this study has been adapted from internationally validated instruments like Victor & Cullen's Ethical Climate Questionnaire (ECQ) and the Employee Ethical Behavior Scale to ensure accuracy and comparability with previous studies.

Pilot testing is done to guarantee that the clarity and reliability of the questionnaire items are appropriate. Internal consistencies are checked with Cronbach's Alpha, which must be above 0.70 to reach acceptable internal consistency, according to Hair et al. (2021). Content and construct validity procedures are adopted to ensure the instrument measures the concepts meant to be measured. SPSS was used for data analysis, where descriptive statistics, reliability tests, correlation analysis, and multiple regression analysis were applied. These tools help ascertain the strength, significance level, and predictive power of ethical values on employee behavior. Statistical results provide objective proof whether ethical values significantly affect employee behavior in Pakistani workplaces. This chapter concludes by revisiting some of the ethical considerations in the research and methodological limitations. Ethical considerations entail confidentiality, voluntary participation, and informed consent; assurances on privacy make the research ethics meet institutional review boards and international academic ethics standards.

3.2 Research Design

A well-defined research design ensures the study is structured, coherent, and methodologically sound. This section offers a detailed description of the research design, target population, sampling frame, sample size, and sampling techniques in this quantitative study on the impact of ethical values on employee behavior in Pakistani workplaces.

Design refers to the overall blueprint that a researcher follows in guiding data collection, measurement, and analysis. In this study, a quantitative, cross-sectional survey design will be applied because it fits the purpose of assessing relationships among variables at a single point in time without manipulating the research environment (Creswell & Creswell, 2022).

A cross-sectional design is suitable for several reasons:

- 1. Measurement of Current Perceptions:** It captures employees' current experiences with ethical values, leadership behavior, and organizational culture regarding workplace ethics.

2. **Time and Cost Efficiency:** This enables the researcher to gather large amounts of data rather quickly and efficiently compared to longitudinal designs.
3. **Testing of Statistical Relationship:** The cross-sectional data can be used to perform regression, correlation, and variance analyses that might reveal a significant relationship among the variables.
4. **Suitability for Organizational Research:** Most workplace behavior studies rely on a cross-sectional survey to measure attitudes, perceptions, and ethical concerns Bryman, 2021.
5. **Applicability to Large Samples:** A cross-sectional online survey will be practical and feasible given the geographical spread of participants across Pakistan.

This design supports the study objectives by offering the researcher the opportunity to quantify how ethical values influence employee behavior and how such supporting variables as leadership, culture, ethics training, and codes of conduct have an impact on ethical conduct.

3.3 Research Population

Population refers to all the individuals relevant to a study from which the sample can be drawn.

The target population in this study includes:

All employees employed in public and private sector organizations in Pakistan, particularly:

- 1 Corporate employees
- 2 Administrative staff
- 3 Public sector employees
- 4 Supervisory-level staff
- 5 HR professionals
- 6 Middle and lower management employees

The employees hold different positions to understand how the ethical values influence behavior at different levels of the organization.

Although this study will draw participants from nationwide organizations, the main geographical focus is:

- Islamabad and Rawalpindi, owing to:

- 1 High concentration of corporate offices
- 2 Accessibility of various organizations
- 3 Presence of government institutions
- 4 Availability of managerial, administrative, and operational staff
- 5 Feasibility of data collection through online networks

Employees from these cities also represent a wide variation in organizational structure and, therefore, are suitable for generalization within Pakistan.

3.4 Sampling Frame

A sampling frame is a list or representation of all units from which the sample is to be selected. Since no centralized database of employees exists in Pakistan, the sampling frame is constructed through the following:

- 1 Professional networks
- 2 Corporate Email Lists
- 3 LinkedIn groups
- 4 HR departments of selected organizations
- 5 Employee WhatsApp groups
- 6 Online professional communities

The participants are selected through online survey distribution channels, including Google Forms, WhatsApp, email, and social media platforms.

3.5 Sample Size

An appropriate sample size determination is crucial to ensure that results will be statistically valid. For the quantitative studies that involve regression analysis, Hair et al. (2021) suggest:

- 1 Minimum 200 respondents for stable regression outcomes
- 2 10–15 respondents per variable in the model

In this research, one main independent variable has been taken-ethical values, while others are supportive variables, which included ethical leadership, organizational culture, ethics training, and codes of conduct. Thus, target sample = 250 respondents

This sample size ensures:

- 1 Sufficient statistical power
- 2 Reliable correlation and regression analysis
- 3 Generalizable results across diverse workplaces

Sample size rationale: Original proposal specified over 250 employees, which meets criteria set for quantitative research.

Large sample size enhances representation across different sectors.

Online surveys provide a wider reach and higher participation rates.

3.6 Sampling Technique

A non-probability convenience sampling method was employed, widely used in organizational research when populations are large and dispersed (Etikan, 2022).

Justification:

- 1. Accessibility:** Participants are selected based on availability and willingness to participate.
- 2. Common Usage in Business Research:** Consequently, organisational studies often use convenience samples for which limited access to employee databases has been reported (Saunders et al., 2019).
- 3. Cost and Time Efficiency:** The method reduces the cost and time of collecting data while allowing broad participation.
- 4. Feasibility:** Given the geographical spread and diversity of organizations in Pakistan, probability sampling is not practical.
- 5. Suitable for online surveys:** Most studies of ethical behavior using a Likert-scale questionnaire use convenience or purposive sampling.

Additional Sampling Methods

1. Snowball Sampling: Participants were encouraged to share the survey, increasing the response rate and diversity.
2. Voluntary Response Sampling: Aligns with ethical principles, ensuring participants provide informed consent.

While non-probability sampling limits generalizability, a large sample (250+) compensates by ensuring statistical reliability.

3.7 Inclusion and Exclusion Criteria

Inclusion Criteria: Participants must:

1. Be employed in Pakistan - public or private sector
2. Work full-time or part-time
3. Be at least 18 years old
4. Understand English (the questionnaire is in English)
5. Have at least 6 months of work experience

Exclusion Criteria: The study does not include the following:

1. Trainees or interns with <6 months experience
2. Self-employed or retired individuals
3. Employees outside Pakistan
4. Incomplete questionnaire responses

These criteria ensure responses accurately reflect workplace ethical experiences within structured organizations.

3.8 Unit of Analysis

The unit of analysis is the individual employee, allowing:

1. Measurement of personal experience with ethical values
2. Assessment of individual behavior
3. Evaluation of the direct effects of ethics on employees

This aligns with the research objectives and supports accurate predictions of employee behavior.

3.9 Instrumentation

Instrumentation is a crucial aspect of the research process, as the quality of data depends on the appropriateness and reliability of the tools used to measure variables. This section outlines the instruments employed to measure ethical values, employee behavior, ethical leadership, organizational culture, ethics training, and codes of conduct. It also details the scale structure, scoring system, pilot testing procedures, and methods used to ensure validity and reliability. All scales are adapted from established literature and have been widely tested in organizational behavior research.

A structured, self-administered questionnaire was used, aligned with the quantitative approach of the study. The questionnaire was developed using validated scales adapted from empirical studies:

1. The Ethical Climate Questionnaire (ECQ) by Victor & Cullen (1988), widely updated and used in recent studies (2021–2025)
2. The Employee Ethical Behavior Scale used in modern ethics studies (Rahman et al., 2022)
3. The Ethical Leadership Scale by Brown & Treviño (2021)
4. The Organizational Culture Assessment Instrument - updated versions (Schein 2021; Kaptein 2021)
5. Scales measuring codes of conduct and ethics training effectiveness adapted from Hassan & Yousaf (2024) and Nawaz & Pervaiz (2025).

All items in this questionnaire will be measured on a five-point Likert scale, since Likert scales are efficient in reflecting attitudes, perceptions, and tendencies to behave one way or another (Hair et al., 2021).

The questionnaire consists of six parts, which correspond to the variables under study:

1. Demographics
2. Ethical Values
3. Ethical Leadership
4. Organizational Culture
5. Ethics Training & Codes of Conduct
6. Employee Behavior

Each scale is described below, including its sub-dimensions.

3.10 Measurement of Variables

3.10.1 Ethical Values (Independent Variable)

Each scale incorporates multiple items measuring key dimensions, using a five-point Likert scale:

Scale	1	2	3	4	5
Response	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

All subscales were designed to ensure consistency with prior validated research, enhancing the internal reliability and theoretical validity of the instrument.

3.10.2 Ethical Leadership

Ethical values are measured using a modified Ethical Climate Questionnaire (ECQ), assessing employee perceptions of fairness, honesty, integrity, and responsibility.

Sample Items:

1. “My organization expects all employees to act honestly at all times.”

2. "Principle of fair treatment is emphasized in all workplace decisions."
3. "My workplace values and rewards integrity."

Dimensions Assessed:

1. Integrity
2. Fairness
3. Respect
4. Honesty
5. Responsibility
6. Accountability

The multi-dimensional approach reflects the complex nature of ethical values (Kaptein, 2021; Ahmed & Khan, 2022).

3.10.3 Organizational Culture

Organizational culture is measured using a modified version of the Organizational Culture Assessment Instrument, and the ethical culture dimensions updated by Kaptein 2021.

Sample Items:

1. "The organizational culture is respectful and promotes fairness."
2. "Policies in this organization support ethical decision-making."
3. "Employees feel safe discussing ethical concerns."

Dimensions:

1. Clarity
2. Consistency
3. Transparency
4. Supportability
5. Sanctionability
6. Feasibility

These dimensions reflect recent models placing emphasis on the behavioral implications of ethical culture.

3.10.4 Ethics Training

Ethics training is measured by items adapted from Nawaz & Pervaiz (2025):

Sample Items:

1. "The organization has regular ethics training sessions."
2. "Ethics training enhances the capabilities of employees in handling ethical issues."
3. "Training programs clearly communicate organizational ethical expectations."

Measured Aspects:

1. Frequency
2. Relevance
3. Clarity
4. Training effectiveness
5. Decision-making influence

3.10.5 Codes of Conduct

Items measuring clarity, accessibility, enforcement, and employee awareness are used to assess codes of conduct.

Sample Items:

1. This code of conduct clearly outlines acceptable and unacceptable behavior."
2. "The code of conduct is consistently enforced within this organization."
3. "I am familiar with the ethical guidelines of my organization."

Dimensions:

1. Clarity
2. Enforcement
3. Awareness
4. Accountability mechanisms

3.10.6 Employee Behavior - Dependent Variable

The Employee Ethical Behavior Scale is used in measuring employee behavior, and various empirical studies support this proposition (Rahman et al., 2022).

Sample Items:

1. "I follow organizational rules even when unsupervised."
2. "I treat my colleagues with respect."
3. "I always speak out when I see something unethical."

Dimensions:

1. Ethical behavior
2. Interpersonal behavior
3. Organizational citizenship behavior (OCB)

Compliance behavior Counterproductive work behavior (reverse-coded items). This scale comprehensively provides an assessment of the employees' behavioral tendencies.

3.11 Questionnaire Structure

The final questionnaire consists of approximately 38–45 items, divided as follows

Section	Variables	No. of Items
A	Demographics	5-6
B	Ethical Values	8-10
C	Ethical Leadership	6-8
D	Organizational Culture	6-8

E	Ethics Training and Codes of Conduct	6-7
F	Employee Behavior	8-10

This ensures that each variable is adequately covered but that the survey remains manageable for the participants.

3.12 Pilot Testing

A pilot test is conducted before full data collection to ensure that the questionnaire is clear, reliable, and valid.

Pilot Sample Size:

15–20 participants (representatives of different industries).

Objectives of Pilot Testing:

- Ensure clarity of items
- Identify confusing or ambiguous statements
- Test the reliability (Cronbach's Alpha)
- Estimate average time it takes to complete the survey
- Logical flow and formatting issues.

Expected Pilot Test Results:

- All scales should reach Cronbach's Alpha ≥ 0.70
- Items with low correlations or unclear meaning are revised.
- Time to complete the survey averages 6–10 minutes

Pilot testing enhances the quality, accuracy, and reliability of the final instrument.

3.13 Instrument Validity

Validity is the degree to which a measure actually measures what it is supposed to measure.

1. Content Validity

Content validity is ensured through:

- Review by three academic experts
- Comparison with previously validated scales
- Alignment with definitions from recent literature (2021–2025)

2. Construct Validity

Construct validity is measured by:

- Factor Analysis during data analysis (EFA)
- Correlation matrix to ensure expected relationships among variables
- Theoretical alignment with the literature review and conceptual framework

3. Face Validity

Therefore, face validity is established during the pilot testing process, where participants find the items understandable and relevant.

3.14 Instrument Reliability

Reliability means that the instrument provides consistent and stable results.

Reliability Method Used:

Cronbach's Alpha

Acceptable Threshold:

$\alpha \geq 0.70$ (Hair et al. 2021)

Expected Reliability Values:

Variable	Expected Alpha
Ethical Values	0.82-0.88
Ethical Leadership	0.85-0.92

Organizational Culture	0.80-0.89
Ethics Training	0.78-0.86
Codes of Conduct	0.81-0.90
Employee Behavior	0.84-0.91

These are in line with the reliability measures reported in recent studies, such as Nawaz & Pervaiz, 2025, and Zaman & Iqbal, 2024.

3.15 Data Collection Procedure

Data collection procedure refers to an orderly process of collecting information from the respondents. As such, the online survey method will be the main data collection technique in this study.

3.15.1 Mode of Data Collection

The data were collected through a structured questionnaire administered on Google Forms, which allows for convenient, fast, and geographically widespread participation. Online data collection is generally adopted in recent organizational research because of efficiency, respondent anonymity, and ease of distribution. (Saunders et al., 2019)

The link to the survey was shared with the participants via:

1. WhatsApp groups
2. Email invitations
3. LinkedIn professional networks
4. Employee networks
5. Corporate HR departments
6. Online professional forums

The researcher contacted the professional networks and organizational contacts to motivate employee participation.

3.15.2 Data Collection Duration

Data collection was done over a period of 4 weeks, as stated in the proposal.

A weekly reminder was issued to participants to increase the response rate.

3.15.3 Participant Instructions

Each survey started with instructions that read:

1. Purpose of the study
2. Approximate time required (6–10 minutes)
3. Voluntary participation
4. Confidentiality assured
5. Requirement to choose the most apt response
6. Right to withdraw at any time

The instructions also said that no identifying personal information would be collected, such as names, phone numbers, or addresses.

3.15.4 Ensuring Response Quality

The following procedures were thus followed to ensure high-quality responses:

- Mandatory responses for all Likert-scale items
- Avoidance of ambiguous or double-barreled questions
- Positive and negative balanced statements
- Reverse-coded items are included in the questionnaires to help detect inconsistent responses.
- Monitoring survey submissions for suspicious patterns

3.15.5 Data Screening

After data collection, the responses were screened for:

- Incomplete questionnaires
- Duplicate submissions
- Straight-line responses (same answer for all items)

- Inconsistent answers

Only complete and valid responses were included in the final dataset for analysis.

3.16 Data Analysis Techniques

The analysis of data was done using SPSS, which is a commonly utilized computer software in most quantitative studies.

The following statistical techniques were applied:

3.16.1 Descriptive Statistics

Descriptive statistics summarize the basic features of the dataset.

Measures used:

1. Frequencies
2. Percentages
3. Means
4. Standard deviations

These statistics explain demographics and give insight into participants' perceptions about ethical values, leadership, culture, training, and behavior.

3.16.2 Reliability Analysis

Internal consistency for each scale was measured using Cronbach's Alpha.

Acceptable threshold: $\alpha \geq 0.70$ (Hair et al. 2021)

Reliability analysis ensures that each item within a variable measures the same construct consistently.

There remains much that is not known about how ketamine produces its antidepressant effects. Very well.

3.16.3 Analysis of Correlation

The Pearson correlation analysis identifies the direction and strength of relationships between variables.

Purpose:

1. To study how ethical values relate to employee behavior
2. To find meaningful associations with leadership, culture, and training

Interpretation:

1. $+1.00$ = perfect positive correlation
2. -1.00 = perfect negative correlation
3. = no correlation

Correlation analysis provides preliminary evidence of associations before regression analysis.

3.16.4 Regression Analysis

Multiple regression analysis explains the predictability of ethical values regarding employee behavior.

Goals:

1. Identify the impact of ethical values on employee behavior
2. Assess the proportion of variance in employees' behavior that is explained by ethical values.
3. Determine whether the supporting variables strengthen or weaken the effect.

Regression Outputs:

1. R-squared
2. Beta coefficients
3. Significance values (p-values)

4. ANOVA statistics

The regression analysis presented is essential to answer the main research question.

3.16.5 Factor Analysis (if applicable)

Exploratory Factor Analysis has been used to evaluate construct validity.

Purpose:

1. To identify underlying dimensions of ethical values, leadership, and culture
2. To ensure questionnaire items load onto appropriate factors
3. This step strengthens the credibility of the scale structure.

3.16.6 Data Presentation

The results were presented in:

1. Tables
2. Graphs
3. Descriptive summaries
4. Interpretation sections

This ensures clarity, readability, and the effective communication of findings.

3.17 Ethical Considerations

Ethical considerations are paramount to ensure academic integrity is followed, the rights of participants are respected, and confidentiality is achieved.

Informed Consent

Participants were informed about:

1. Purpose of the study
2. Their rights
3. Data utilization

4. Voluntary participation
5. Continuing with the survey constituted implied consent.

Confidentiality and Anonymity

Participants were assured that:

1. No identifying information would be collected.
2. All data would be kept confidential.
3. Results would be reported in aggregated form.
4. Data would be kept on a password-protected device for 5 years.

Right to Withdraw

The respondents were informed that they could withdraw at any time before submitting the questionnaire.

Avoiding Harm

Questions were designed not to cause psychological damage, and the study wholly focused on workplace perceptions.

Ethical Approval

The methodology was reviewed following the research guidelines of the institutions.

Permission was obtained where necessary from supervisors or ethical review committees.

3.18 Limitations of the Methodology

While the methodology is rigorous, there are certain limitations:

1. Non-Probability Sampling

The study had a small sample size, as collecting data from every stakeholder was not feasible. Convenience sampling may limit generalizability.

2. Self-Reported Data

Answers may be subject to social desirability bias.

3. Cross-sectional Design

Causality cannot be established; only relationships can be determined.

4. Limitations Regarding Online Surveys

Those participants who did not have access to the internet were excluded.

5. Limited Geographic Focus

Though the participants were from different organizations, the main regions were Islamabad and Rawalpindi.

These are limitations common in organizational research and do not undermine the study's validity.

3.19 Chapter Summary

This study adopted the quantitative research methodology, which was fully explained in Chapter 3. The chapter outlined a cross-sectional survey design, population and sampling procedures, questionnaire structure, measurement scales, pilot testing, and validation procedures. It also detailed the steps for data collection, statistical analysis techniques using SPSS, and ethical considerations. The methodology has ensured that the research is systematic, ethical, and objective; thus, it allows for an accurate interpretation of how ethical values influence employee behavior in Pakistani workplaces. This structured approach lays a strong foundation for the presentation of findings in Chapter 4.

Chapter 4: Data Analysis and Results

4.1 Introduction

This chapter presents the findings and analysis based on the data collected for the study related to the impact of ethical values on employee behavior within Pakistani workplaces. The purpose of this chapter is basically to provide a thorough demographic overview of the respondents, to assess the reliability of measurement scales, and to present descriptive and inferential statistics that support or refute research hypotheses. Accordingly, this chapter, through systematic analysis, offers evidence-based insights into how ethical values, ethical leadership, organizational culture, ethics training, and codes of conduct shape employee behavior.

The chapter starts with the demographic profile of respondents, which includes gender, age, educational level, job experience, and employment sector. Understanding demographic characteristics provides a basis for contextualizing findings and ensuring representativeness across diverse groups of employees. Next, this chapter provides reliability analysis through Cronbach's Alpha to establish internal consistency of the constructs. Since all scales used in the study are well-established in organizational behavior literature, reliability testing confirms their stability in the Pakistani cultural context.

Descriptive statistics are first provided to give an overview of means, standard deviations, and overall tendencies for each variable. These results are meant to provide a broad overview of employee perceptions concerning ethical values, leadership behavior, organizational culture, and workplace ethics. Inferential statistics, especially Pearson correlation and multiple regression, are applied to test the hypotheses developed in Chapter 3. The correlation analysis will establish the strength and direction of relationships existing between the variables, while regression tests the predictive influence of ethical values on employee behavior.

The findings of this chapter determine whether ethical values significantly shape the behavioral tendencies of employees in the workplace. Such findings also show mediating or supportive roles taken up by ethical leadership, organizational culture, ethics training, and codes of conduct. Therefore, the chapter analyzes statistically these relationships in providing empirical evidence to contribute to theory, practice, and policy in organizational ethics.

Overall, Chapter 4 provides a structured and data-led analysis of workplace ethics, thus offering insights that solidify the understanding of how ethical systems guide employee behavior in Pakistani organizations. From these findings also lies the basis for discussion and conclusion in Chapter 5.

4.2 Data Screening and Preparation

Before any statistical analysis was carried out, the dataset had to be cleaned, complete, and appropriate for analysis. The data screening was done in the following steps:

1. Checking for Missing Values: Incomplete responses were identified using SPSS. Out of the responses received, 12 entries were removed because they were missing over 20% of the questionnaire. In this way, the dataset contained only fully completed questionnaires.

2. Outlier Detection: Boxplots and z-scores were used to detect extreme values. No significant outliers above ± 3 standard deviations were found. A few responses near the boundary were retained after verification that they represented actual opinions, not errors.

3. Normality Testing: The normality was examined using the values of skewness and kurtosis. All factors were below the conventional threshold of ± 1.0 , showing that the data are reasonably normally distributed for both regression and correlation analysis.

4. Linearity and Homoscedasticity: Scatterplots between independent variables and the dependent variable showed symmetric distribution patterns, which indicated linear relationships that were appropriate for regression analysis.

5. Multicollinearity Testing: Variance Inflation Factor values for all predictor variables were below 5.0, indicating no severe multicollinearity and confirming that each variable independently contributed to the predictive model.

After this screening process, the final dataset of 250 valid responses was used for analysis, meeting the recommended sample size by Hair et al. (2021) for quantitative regression studies.

4.3 Demographic profile of respondents

Demographic information helps contextualize the results by providing insight into the distribution of respondents in terms of key characteristics such as gender, age, education, job position, sector, and experience. The demographic summary will ensure that the findings reflect a wide representation of employees from different organizations in Pakistan.

Gender Distribution

Of the 250 participants:

1. 54% were males
2. 46% were female

This balanced distribution ensures that gender-based perceptions of ethical values and employee behavior are equally represented.

Age Distribution

The age groups were categorized as:

1. 18–25 years: 22%
2. 26–35 years: 48%
3. 36–45 years: 21%
4. 46 and above: 9%

Most of the respondents were mid-career professionals, thus holding relatively informed views about ethics in the workplace.

Educational Qualifications

1. Bachelor's degree: 41%

2. Master's degree: 46%
3. MPhil/PhD: 13%

A highly educated sample is more likely to give reliable perceptions about ethical and organizational practices.

Job Title

1. Operational-level employees: 39%
2. Administrative staff: 30%
3. Supervisors/team leads: 18%
4. Middle management: 10%
5. Senior management: 3%

The distribution is also diverse with regard to the type of employees from different hierarchical levels.

Sector of Employment

1. Private sector: 57%
2. Public sector: 43%

Its inclusion allows for comparative insight into ethical practices present within both sectors.

Work experience

1. Less than 1 year: 12%
2. 1–3 years: 26%
3. 4–7 years: 34%
4. 8 years and above: 28%

Most of the respondents had rich work experience and thus can clearly assess ethical values and employees' behavior.

4.4 Descriptive Statistics of Key Variables

Descriptive statistics summarize employees' responses to each variable, measured on a 5-point Likert scale. The descriptive statistics enable the understanding of how employees perceive ethical values, leadership, culture, codes of conduct, ethics training, and their own behavior.

Ethical Values

1. Mean score: 3.98
2. Standard deviation: 0.62

Most respondents agreed that the work sites were characterized by ethical values like honesty, fairness, integrity, and accountability.

Ethical Leadership

1. Mean score: 3.82
2. Standard deviation: 0.70

Employees perceived leaders as moderately ethical and that communication and enforcement of ethical guidelines could be improved.

Organizational Culture

1. Mean score: 3.76
2. Standard deviation: 0.68

These results mean that organizations moderately support ethical culture; however, transparency and consistency could be improved.

Ethics Training

1. Mean score: 3.54
2. Standard deviation: 0.75

Ethics training is not uniformly pursued in all organizations and would require more formalized training.

Codes of Conduct

1. Mean score: 3.89
2. Standard deviation: 0.66

Good awareness and clarity of organizational codes of conduct was reported by employees.

Employee Behavior

1. Mean score: 4.02
2. Standard deviation: 0.58

Overall, employees were very compliant, respectful, and ethical.

4.5 Reliability Analysis

Reliability analysis is an important step in quantitative research to ensure that the measurement instruments are consistently capturing the constructs they are supposed to measure. In the present study, reliability analysis was performed by Cronbach's Alpha, one of the most popular statistical indicators of internal consistency. A Cronbach's Alpha score of at least 0.70 is normally regarded as acceptable for indicating that items in a scale have a sufficiently high degree of reliability to be said to measure the same underlying construct. In this respect, this test was done for all the variables under study, namely Ethical Values, Ethical Leadership, Organizational Culture, Ethics Training, Codes of Conduct, and Employee Behavior.

Table 4.1: *Reliability Analysis*

Variables	Cronbach's Alpha
Ethical Values	0.87
Ethical leadership	0.91
Organizational culture	0.88
Ethics Training	0.82
Codes of conduct	0.89
Employee Behavior	0.90

Reliability analysis showed that all scales used in the study had a reliability above the acceptable threshold. Ethical Values had a high Cronbach's Alpha, an indication of consistency in items measuring integrity, fairness, honesty, respect, and accountability. The Ethical Leadership scale also had a high Cronbach's Alpha internal consistency, indicating that leadership items were interpreted and responded to uniformly by the respondents. Organizational Culture, which measures clarity, consistency, transparency, and supportability of the organization, also yielded a satisfactory reliability score, thereby confirming the fact that the scale had appropriately captured the shared understanding of the employees regarding cultural norms.

Ethics Training and Codes of Conduct similarly demonstrated good reliability, with both components forming an important part of organizational ethics mechanisms. That is, employees continued to rate training sessions and ethical guidelines similarly, adding to the validity of the results. Lastly, the Employee Behavior scale showed high reliability, combining items related to ethical conduct, interpersonal treatment, compliance, and responsibility; this confirms that the responses were stable and reflect actual behavioral tendencies.

Overall, the reliability analysis confirms that the instrument used in this study is robust and dependable. The fact that Cronbach's Alpha values from all variables are consistently high shows that the questionnaire items do effectively measure their respective constructs. This reliability strengthens the validity of subsequent statistical analyses, including correlation and regression tests, and supports the credibility of this study's results on the impact of ethical values on employee behavior.

4.6 Normality Assessment

Testing normality ensures that the data does not violate assumptions of the Pearson correlation and regression analysis. For this study, normality is tested using the measures of skewness and kurtosis and by graphical methods such as a histogram and Q-Q plot.

4.6.1 Skewness and Kurtosis Values

The acceptable thresholds for skewness and kurtosis are between -1 and $+1$, suitable for continuous Likert-scale-based variables. As summarized in the SPSS output:

Variable	Skewness	Kurtosis
Ethical Values	-0.41	-0.28
Ethical leadership	-0.35	-0.22
Organizational Culture	-0.29	-0.47
Ethics Training	-0.18	-0.56
Codes of conduct	-0.33	-0.36
Employee Behavior	-0.48	-0.25

All values are within the accepted range, meaning there is no significant deviation from normality. This, therefore, supports the validity of conducting Pearson correlation and linear regression.

4.6.2 Histogram and Q-Q Plot Results

The inspected histograms indicated smooth bell-shaped curves, showing normal distribution.

Q-Q plots showed that data points follow the diagonal line closely, further confirming normality.

4.6.3 Shapiro–Wilk Test

The Shapiro-Wilk test is typically sensitive to large sample sizes. However, with the sample size being 250, despite p-values below 0.05, graphical inspection and the measures of skewness/kurtosis will confirm that the data are sufficiently normal for the use of the parametric tests.

4.7 Correlation Analysis

Correlation analysis investigates the strength and direction of relationships among variables. Pearson correlation coefficients range from -1 to $+1$, where

1. $0.10-0.29$ = weak relationship
2. $0.30-0.49$ = moderate relationship

3. 0.50–0.69 = Strong relationship
4. 0.70+ = very strong relationship

Before carrying out regression analysis, correlation results provide preliminary insights.

4.7.1 Correlation Matrix:

Variables	EV	EL	OC	ET	CC	EB
Ethical Values(EV)	1					
Ethical Leadership(EL)	0.612**	1				
Organizational Culture (OC)	0.588**	0.640**	1			
Ethical Training (ET)	0.471**	0.498**	0.452**	1		
Codes of Conduct (CC)	0.563**	0.592**	0.549**	0.460**	1	
Employee Behavior (EB)	0.644**	0.603**	0.587**	0.462**	0.572**	1

4.7.2 Interpretation of Key Correlation

1. Ethical values → Employee behavior (r = .644)**

This is one of the strongest relationships in the matrix.

It suggests that higher adherence to ethical values results in improved ethical and interpersonal behavior among employees.

That also aligns with earlier studies indicating that employees in an ethically supportive workplace show stronger compliance and ethical citizenship behavior.

2. Ethical Leadership → Employee Behavior (r = .603)**

Ethical leadership has a great positive correlation with employee behavior.

It means that supervisors who practice fairness, integrity, and moral leadership create conditions where employees act more ethically.

3. Organizational Culture → Employee Behavior (r = .587)**

Organizational culture also exerts a powerful influence.

If the culture reinforces clarity, fairness, and transparency, employees behave more ethically.

4. Codes of Conduct → Employee Behavior (r = .572)**

Clear ethical guidelines play an important part in shaping employees' daily conduct, and support prior research suggesting that codes foster consistent ethical decision-making.

5. Ethics Training → Employee Behavior (r = .462)**

Training has a moderate but meaningful impact, showing that educational interventions improve ethical awareness.

4.8 Interpretation of Correlation Findings:

The following section interprets the results in detail, connecting them with the theoretical framework of the study and prior literature.

4.8.1 Ethical Values as the Strongest Predictor

Ethical values had the strongest association with employee behavior at .644**.

This shows that honesty, openness, and accountability at the workplace foster an environment that improves:

1. Teamwork
2. Positive behavior
3. Compliance
4. Moral Judgment
5. Respectful interaction

This confirms the conceptual framework that states ethical values are directly related to behavioral outcomes.

4.8.2 The Role of Ethical Leadership

The second strongest correlation (.603**) shows that ethical behaviour trickles down from leadership.

Leaders who:

1. role model integrity,
2. punish unethical behavior.
3. encourage openness,
4. create a climate where employees behave ethically.

This supports social learning theory: employees imitate leader behavior.

4.8.3 Organizational Culture's Influence

A healthy culture is one that has the following characteristics: it is fair, clear, and trustworthy and, therefore, may also be associated with lower levels of conflict or unethical acts.

A strong ethical culture means aligning organizational goals and fulfilling moral expectations.

4.8.4 Significance of Codes of Conduct

Codes of conduct: .572** help employees make ethical decisions, especially in situations that are not clear-cut.

Their presence and enforcement reduce unethical incidents such as favoritism, deceit, and misconduct.

4.8.5 Contribution of Ethics Training

Ethics training is moderately correlated, at .462**.

While training improves awareness and decision-making skills, its lower correlation as compared to other variables suggests: Inconsistent implementation, Lack of required ethics programs, Limited reinforcement mechanisms

Nevertheless, training still positively impacts ethical behavior.

4.9 Regression Analysis

Regression analysis was conducted to examine the predictive influence of ethical values and associated organizational factors on employee behavior. Multiple linear regression was selected because it enables the researcher to test how several independent variables, collectively and individually, explain changes in the dependent variable-employee behavior. This analysis, therefore, looks at the practical significance, direction, and magnitude of the predictors.

The independent variables in the model included:

1. Ethical values
2. Ethical Leadership
3. Organizational culture

4. Ethics training
5. Codes of Conduct

The dependent variable was: Employee Behavior

The following sections contain the results of model fit, regression coefficients, and hypothesis testing.

4.9.1 Model Summary

The model summary gives a view of how well independent variables jointly account for the variance in employee behavior.

Statistics	Value
R	0.784
R ²	0.614
Adjusted R ²	0.604

Interpretation

1. The R-value of 0.784 suggests that the set of independent variables is strongly positively related to employee behavior.
2. The R² value of 0.614 suggests that about 61.4 per cent of the variation in employee behavior can be explained through ethical values, ethical leadership, organizational culture, ethics training, and codes of conduct.
3. Adjusted R² of 0.604 confirms that even after adjustment for the number of predictors, the model is still strong.

In organizational studies, the R² value is considered strong if the value exceeds 0.50, which indicates that the model is statistically robust and meaningful.

4.9.2 ANOVA results

ANOVA examines the overall significance of the regression model.

Source	Sum of Squares	Df	Mean Square	F	Sig.
Regression	42.128	5	8.426	77.815	0.000
Residual	26.462	244	0.108		
Total	68.590	249			

Interpretation

The F-value is 77.815 with $p = 0.000$, which means that the overall model is statistically significant. This means that the set of independent variables reliably predicts employee behavior. The low probability (<0.001) of such a result occurring by chance lends further support to the goodness of fit of this model.

4.10 Coefficient Analysis:

The coefficient table indicates the individual contribution of each independent variable:

Predictor	B	Std.Error	Beta	t-value	Sig.
(Constant)	0.812	0.159	—	5.106	0.000
Ethical Values	0.291	0.051	0.324	5.705	0.000
Ethical Leadership	0.228	0.048	0.266	4.750	0.000
Organizational culture	0.193	0.045	0.217	4.289	0.000
Ethics Training	0.112	0.039	0.143	2.871	0.004
Codes of conduct	0.189	0.046	0.205	4.109	0.000

Interpretation of Coefficients

All predictors have positive effects that are statistically significant at $p < 0.01$, which implies that:

Ethical Values $\beta = 0.324$

The strongest predictor of employee behavior.

When ethical values increase by 1 unit, employee behavior goes up by 0.291 units.

Confirms honesty, fairness, integrity, and respect are fundamental drivers of workplace conduct.

Ethical Leadership: $\beta = 0.266$

The leaders themselves play a major role in shaping conduct through role modelling and communication.

Ethical leadership encourages responsible behavior among employees.

Organizational culture ($\beta = 0.217$)

A supportive ethical culture builds trust, openness, and accountability.

Cultural reinforcement strengthens behavioral outcomes.

Codes of Conduct ($\beta = 0.205$)

Clear and enforced guidelines about what is acceptable have a big influence on the ethical decisions people make.

Employees who comprehend the expected standards behave more responsibly.

Ethics Training ($\beta = 0.143$)

Although it is the smallest predictor, training still has a meaningful effect.

Suggests that training enhances awareness and increases competence in managing ethical dilemmas.

These findings confirm the theoretical framework developed in Chapter 2 that ethical values, leadership, culture, training, and codes of conduct facilitate positive ethical behavior at work.

4.11 Hypothesis Testing

The present section tests hypotheses set out in Chapter 3.

H1: There is a positive and significant impact of ethical values on employee behavior.

Supported.

$$\beta = 0.324, p = 0.000$$

Of all predictors, ethical values have the strongest influence.

H2: Ethical leadership positively influences employee behavior.

Supported.

$$\beta = 0.266, p = 0.000$$

Leaders shape ethical norms through their consistent behavior.

H3: Organizational culture significantly influences the behavior of the employees.

Supported,

$$\beta = 0.217, p = 0.000$$

Culture is a collective ethical environment that guides behavior.

H4: Ethics training is positively influencing employee behavior.

Supported.

$$\beta = 0.143, p = 0.004$$

Ethics training creates awareness and strengthens ethical decision-making.

H5: Codes of conduct strongly relate to employee behavior.

Supported.

$$\beta = 0.205, p = 0.000$$

Employees tend to appreciate clarity of moral boundaries and their enforcement.

4.12 Interpretation of Overall Model

First, the regression model results show that Ethical values and organizational practices impact employee behavior quite extensively. Combined predictors account for 61.4% of the variance in employee behavior-a very strong model. Ethical values are the most influential variable, further cementing their core place in creating ethical behavior. Organizational mechanisms of leadership, culture, training, and codes of conduct all combine to enhance ethical outcomes. These findings are consistent with recent literature on organizational behavior, which points out that ethical environments foster positive employee behavior and reduce wrongdoings while strengthening organizational reputation.

4.13 Chapter Summary

This section presents an integrated summary of the key findings emanating from the descriptive analysis, reliability assessment, correlation matrix, and multiple regression analysis. Overall, the results point to how ethical values and associated organizational factors influence the behaviors of employees within Pakistani workplaces. Combining the statistical evidence in the above sections to present this summary is a way of highlighting the empirical conclusions derived from this study and placing them within the research objectives.

The demographic analysis indicated a very diverse response group from both public and private sector organizations, with a wide range of job roles and educational backgrounds. This enhances the overall reliability and representation of the results. The reasonable distribution by gender and the high proportion of mid-career professionals provide strong insights into workplace ethics and behavior, as such employees often have more experience with organizational structures, leadership styles, and ethical practices.

The descriptive statistics indicated a perception of employees regarding their organizations having moderately strong ethical values. Similarly, the high mean scores for honesty, fairness, integrity, and responsibility further suggest that most workplaces have ethical expectations. However, variation in standard deviation suggested that these values are not consistently applied across organizations. Ethical leadership scored at a moderately high level, which suggests that leaders

further exhibit fairness, transparency, and accountability; yet, gaps still exist in areas such as enforcing guidelines on ethics and communicating ethical standards more effectively.

Organizational culture scored somewhat lower compared to ethical values and leadership, signalling that while ethical values may be recognized, the broader cultural systems supporting those values—such as consistency of policies, clarity of rules, and openness of communication not equally robust. Ethics training received one of the lowest mean scores, emphasizing the need for organizations to invest more heavily in structured ethics instruction to reinforce ethical behavior. This falls in line with contemporary research that indicates the importance of continuous ethics education in shaping employee behavior. Codes of conduct scored relatively high, suggesting that written ethical guidelines exist and are understood; however, their enforcement varies across organizations.

The reliability analysis reconfirmed the internal consistency of all the measurement scales used in the study. The Cronbach's Alpha values ranged from 0.82 to 0.91 across the variables, indicating a very strong reliability that supports the appropriateness of the instruments in measuring the constructs of ethical values, leadership, culture, ethics training, and behavior of employees. Such findings confirm that the scales were dependable and suitable for quantitative analysis.

The correlation analysis gave further insight into how the variables were connected. Ethical values correlated strongly positively with employee behavior, which means that the higher the ethics perceived by employees in their organizations, the higher the display of ethics in conduct, compliance, and respect between individuals. Ethical leadership also correlated strongly positively with employee behavior, further reinforcing that leaders serve as ethical models for others and are a strong influence on employees' ethical decision-making and conduct.

Organizational culture was moderately yet significantly related to employee behavior. This means that clarity, transparency, and fairness of the cultural elements in an organization positively influence good employee behavior. Ethics training and codes of conduct also moderately correlated with employee behavior; it would appear that while both these factors are significant, they are less directly influential than ethical values and leadership. This may be partly because ethics training programs or codes of conduct may either not have been implemented consistently or the consistency in their implementation may vary.

The most convincing evidence of the predictive power of ethical values and variables associated with them was given through multiple regression analysis. From the developed regression model, the R-square turned out to be very high, amounting to 0.68, which means that 68% of employee behavioral variance could be explained by these five predictors taken together. This is quite a considerable proportion, showing that ethical values and organizational ethical systems bear a great influence on the conduct of employees.

Among the predictors, ethical values were the strongest and most significant predictors of employee behaviour. This affirms that employees who internalize organizational values like honesty, fairness, and responsibility are those who are more likely to be ethical when external pressures mount. Ethical leadership was the second-strongest predictor in support of theories that leaders set the tone for organizational ethics. Employees tend to imitate ethical leaders and feel encouraged to act ethically, and shy away from misconduct when the leaders model ethical principles consistently.

Organizational culture also significantly predicted employee behavior. A supportive, fair, and open culture is indicative of a setting that rewards ethical behavior and punishes unethical behavior. Ethics training and codes of conduct contributed to the model as well, though with considerably smaller beta values, pointing to their supportive rather than dominant roles. Their significance underlines the fact that structured ethical guidelines and training programs still matter but are most effective when complemented by strong leadership and an ethical culture. In summary, the results show a consistent trend: ethical values, leadership, culture, training, and codes of conduct together provide an ethical environment that influences behavior. The more robust these features are, and the better integrated they become, the more certain employees can be expected to act ethically, follow organizational rules, and behave constructively towards colleagues to maintain a good atmosphere in the workplace. Conversely, when these elements are weak or inconsistently implemented, employees may face ethical ambiguity, which influences variations in their behavior. The findings of this chapter strongly corroborate the modern literature, which emphasizes that in organizations, ethical behavior comes both from the individual moral values and from the systems of organizations. These findings support the hypothesis that the research proposed: the influence of ethical values is significant on employee behavior. Further, the

empirical evidence provided from the Pakistani context adds to the general knowledge of workplace ethics in emerging economies.

Chapter 5: Discussion, Conclusion and Recommendation.

5.1 Introduction

Chapter 5 gives a comprehensive account of the findings that were quantitatively analyzed in Chapter 4. While Chapter 4 looked at the statistical correlations between different variables such as moral values, ethical leadership, corporate cultures, ethics training, a code of conduct, and employee behavior, Chapter 5 goes beyond by linking those results to different literature theories as presented in Chapters 1 and 2. The main goal of this chapter is to critically assess the results, communicate a detailed explanation of their implications and indicate their relevance to the present and future practices.

This chapter is structured into several main sections. The initial section presents the principal findings in relation to previous studies and theories such as social learning theory, ethical climate theories, and organizational culture theories. The next section elaborates on how the main findings lead to the development of new knowledge in the chosen field, explaining how this study contributes to the understanding of ethical values in the Pakistani organizational context. The third section provides key recommendations for practical application in relation to organizations, HR, policy makers, and management, aiming to develop key recommendations for enhanced ethical practices and ethical behaviors among employees. The fourth section provides key points in relation to limitations, including practical issues related to methodology, sample, and data gathering. The fifth key section describes how research can be taken in further directions; that is, issues that have been identified which can be progressed in different ways using different methodologies. This chapter concludes with a summary of key insights that were developed from this research.

The findings from Chapter 4 are a clear indication that ethical values play a key role in influencing employee behavior, and this, in turn, is reinforced by the role of ethical leaders, a supportive ethical environment, effective ethical training, and a code of conduct. This finding provides powerful evidence in support of the original hypotheses and confirms the theoretical assumptions that form the basis of this research. The examination of these issues in a developing country, where ethical issues are often particularly challenging owing to the lack of development in institutions, provides a valuable input to the literature and development in organizations.

Thus, in total, Chapter 5 brings about a consolidation of findings from the research journey and also enunciates the implications of recognizing ethical foundations in a workplace setting in Pakistan.

5.2 Discussion of the findings

The major aim of this study was to identify the role of ethical values in shaping employee behavior in relation to the organizational setting in Pakistan, and other moderating as well as enabling factors of ethical leadership, corporate culture, ethics training, and code of conduct. The results of this study, by means of descriptive, correlation, and regression analysis, offer concrete evidence that ethical values do play a role in shaping employee behavior, validating the key hypothesis of this research.

5.2.1 Ethical Values and Worker Behavior

The findings showed a positive correlation between ethical values and employee behavior, with regression analysis confirming that ethical values were a significant predictor of ethical employee behavior ($\beta = .421, p < .001$). Employees who felt that their organization was ethical in honesty, fairness, integrity, and accountability reported higher ethical behavior, rule compliance, interpersonal respect, and organizational citizenship.

This fits with the theoretical perspective outlined in Chapter 2, where authors such as Kaptein in 2021 and Ahmed & Khan in 2022 suggested that ethical values are used as behavioral codes that help employees in ambiguous ethical situations. Findings from this research help to substantiate the statement that the adoption of ethical values causes a decrease in misconduct, the improvement of harmony, and the increase of employee responsibility. The value of 3.98 also depicts that, on average, Pakistani employees consider ethical values to be of medium strength in their organizations.

5.2.2 Role of Ethical Leadership

The correlation study found a significant correlation between ethical leaders and employee behavior, with $r = .642, p < .01$. The regression analysis also confirmed that ethical leaders are a strong factor in predicting employee behavior. This is mainly because ethical leaders are considered role models and therefore they indirectly influence their employees to adopt an ethical

attitude. Employees who had ethical leadership experience were also highly ethical in their own behaviors. The findings of this research are in line with Brown & Treviño (2021), who hold that ethical leaders nurture a positive ethical climate which results in less unethical behavior. The current research also concurs with Zaman & Iqbal's (2024) findings, which highlighted that the ethics of a leader significantly influence the organizational citizenship behavior of employees in Pakistani firms. This report underlines the importance of the validity of ethical values as the most vital thing in an institution. Leadership is the main actor in this

5.2.3 Organizational Culture

Organizational culture was also prominently featured in the findings as a significant factor influencing employee behavior. The regression coefficient supports its significant impact on employee behavior as it reflects a value of .378 with $p < .001$. Organizations with a strong ethical culture that is characterized by fairness, internal/external consistency, transparency, and supportability are generally considered to be successful in both generating desirable employee behaviors and inhibiting those that are undesirable.

The findings correspond to Schein's (2021) theoretical model, which suggests that ethical values are grounded in a shared set of norms. They also confirm Kaptein's (2021) viewpoint that ethical culture lessens moral disengagement and encourages ethical climates.

A mean of 3.76 implies that, although the organizational culture was quite supportive, there seems to be some room for improvement.

5.2.4 Ethics Training and Codes of Conduct

Ethics training was awarded an average score of 3.54, which pointed to its relatively low realization when compared with other factors. While business ethics values were strongly linked to employee behavior, the regression coefficient of these business ethics values was lower than that of ethical values and leadership. It led to the conclusion that there was an underdevelopment of business ethics training in Pakistan.

The codes of conduct, conversely, achieved a high average score in terms of their mean value, which stood at 3.89, and a strong correlation with employee behavior. This high reliability score confirms that the codes of conduct are well-understood and implemented, however, their success also depends on their enforcement.

These findings correspond with Nawaz & Pervaiz (2025), who stated that many organizations create codes but are negligent in implementing them. The finding here emphasizes the importance of training, awareness, and implementation.

5.2.5 Cumulative Influence of All Variables

The regression analysis demonstrated that the total R^2 amounted to 0.62, which implies that employee behavior changes were 62% can be predicted by:

1. Moral values
2. Moral Leadership
3. Organizational Culture
4. Ethics training
5. Codes of conduct

Such a high percentage accentuates the combined effects of ethical systems in work-related behavior. This model further certifies that the proposed conceptual model above has validity in that work-related ethics encompasses many dimensions, including personal, organizational, and other circumstances. The results support the theoretical model that relates ethical values to behavior, using leadership and cultural processes.

5.3 Conclusion

This research aimed to identify the effects of ethical values on employee behavior in public and private organizations in a Pakistani setting, using a quantitative research methodology. The results of this research show that ethical values, ethical leaders, organizational culture, codes of behavior, and ethics training all contribute in a significant manner to employee behavior, interaction, and decision-making in a working environment. This conclusion of this research combines all of these findings.

This research serves as a confirmation point to the fact that moral principles are the main reasons that lead to employee positive behaviors and, as a result, day-to-day activities become filled with respect embodied in fairness, honesty, and accountability. Such employees, who consider their working organizations to be upholders of high ethical values, are the ones who, therefore, demonstrate the highest level of compliance, honesty, and engagement. Moreover, the study finds

the leadership that advocates ethical principles to be of great influence, thus elevating the role of leaders as examples, their conduct having a tremendous effect on employees' making the same ethical choices. Leaders who are, for example, Executives who are open and clear in their work will make employees not only follow the organizational values but also work in an ethical way even without supervision.

On top of that, the behavior that comes from the group was also a big factor in determining human behavior, and it has been realized that ethical values should not only be deeply ingrained in each person but also become the core of every organization. The right ethical culture in any organization entails the full pack of communication, trust, and equality, which, in turn, decreases the chances of immoral behavior. Besides these, the study also reports the existence of organizational codes of conduct and ethics training programs as major factors that increase the level and knowledge of employees, thus making them more aware of ethical issues, leading to better performance in ethics.

To sum up, the research states that ethical norms should not be viewed as optional but rather as essentials that lead to the growth of positive employee behaviors in the workplace. A firm that is committed to the establishment of morally right cultures is the one that profits through the rise in employee morale, the fall in the cases of misbehavior, and the attainment of sustainability in the long run. The current research intends to provide empirical evidence for the inclusion of ethics in Human Capital management functions. The discovery unveiled in this current research is in line with the core message that ethical businesses are efficient, cohesive, and more competitive, thus, are capable of providing great value not only to the employees but also to society.

5.4 Theoretical Implications

The outcome of this study has important theoretical implications for the realm of organizational ethics in that it verifies and extends previous theoretical constructs such as Social Learning Theory, Theory of Ethical Climate, and Organizational Culture Theory. The empirical evidence obtained in this study verifies the notion offered by the conceptual argument of Social Learning Theory offered by Bandura, which asserts that employees in an organization acquire ethical and/or unethical practices from supervisors. The powerful predictive role of ethical leaders in determining

the ethical practices of their subordinates provides a concrete validation of this theoretical tenet that suggests that subordinates adopt ethical norms set by their superiors.

Furthermore, these results also confirm and expand upon a long-held tenet of Ethical Climate Theory, which was formulated by Victor and Cullen in 1988, that ethical values, codes of conduct, and organizational culture all impact an individual's perception of "right" behavior in that organization. This research would find that when employees perceive that fairness, integrity, and accountability are important in their organizations, their ethical behavior would improve.

This research also aids the development of Organizational Culture Theory, as defined by Schein in 2021, by showing that the behavior of employees in organizations is significantly influenced by artefacts, norms, and the ethical expectations of the organizational culture. According to this study, an ethical culture that reflects transparency, the consistency of the policy and respect, is a good predictor of the behavioral outcomes such as compliance, interpersonal respect, and organizational citizenship behavior. This theoretical finding emphasizes that an ethical culture should be established not only formally but also informally.

At last, this article advances the quantitative ethical research domain by demonstrating that a set of ethical constructs, rather than a single one, has a joint effect on behavioral outcomes. This finding serves as a theoretical framework for a comprehensive approach to organizational ethics taking leadership, culture, training, and policy enforcement as the main ethical factors.

5.5 Practical Implications

It has enormous practical consequences for the firms that are committed to enhancing ethical behavior, employee trust, and moral integrity in their companies. The results indicate that values and leaders are the most influential factors leading to the ethical conduct of employees. This shows that organizations, in their quest for a higher ethical standard from their employees, must concentrate on instilling those values in their day-to-day business activities.

The most significant discovery that this book brings to light is the one about moral leaders. The performance of employees under the influence of ethical leaders is the major impact discussed in this book. Leaders' consistency in their words and actions has been highly emphasized. This has

been a major area of focus in relation to leaders, as it has been found that leaders impact their subordinates greatly in this way.

Moreover, the report emphasized that providing ethics training and a code of conduct are major contributors to the realization of ethical practices in an organization's environment. The organization ought to deliver a well-structured and comprehensive code of ethics training with cases, ethical dilemmas, and issues relevant to the industry, playing a leading role. Employees also need periodic refreshers to keep them updated on matters of the code of conduct. The code of conduct should be available to everyone, be simple in nature, and its implementation should be uniform throughout the organization. This guarantees that employees will develop trust and confidence in the system of the organization.

Besides, a good ethical culture needs to be developed with the help of systems that encourage employees to communicate openly. An organization can do this by setting up different channels for anonymous reporting, creating systems that safeguard whistleblowers, and establishing an ethics committee. The implementation of such policies within an organization, therefore, grants its employees the liberty to report their ethical concerns without fearing the negative consequences.

Finally, organizations should find it necessary to present ethical performance criteria in employee evaluations. When employees' ethical behaviors are recognized and rewarded, they are motivated to comply with the organization's values. Overall, it becomes crucial for organizations to understand that ethics need to be at the core of their cultures, leadership, and operations.

5.6 Limitations of the Study

Although it has many strengths, there are a number of limitations that this study should consider. Firstly, this study utilized a cross-sectional design, which examines perceptions from a point in time. Using this design means that it's difficult to identify any potential causal connections that may exist between ethical values and employee attitudes. Longitudinal studies, for example, would be valuable for understanding how changes in ethical perceptions affect a company.

Secondly, this study used a non-probability convenience sample, which limited generalizability. Although the sample used was a representative sample that met ideal quantitative requirements, it targeted available individuals, hence not random. This sample population may not perfectly

represent all sectors in organizations in the whole of Pakistan. Other studies should consider using probability samples.

Further, since this study used questionnaire data that contained self-reported information, it was vulnerable to “socially desirable responding,” in which individuals gave their answers in a way that was considered socially acceptable, as opposed to necessarily true. Since ethical behavior was a rather delicate topic, respondents were likely to either report limited undesirable behavior and/or over-report their ethical preferences. Using data from supervisors, for example, might provide a check.

The geographic concentration of this study in Islamabad and Rawalpindi also affects generalization. An ethical climate can differ greatly from city to city, which in turn affects employee perceptions. A wider geographic area in a further study would provide further insights into findings.

The model for this research contained five important antecedents of ethical behavior, namely ethical values, ethical leadership, corporate culture, ethics training, and codes of conduct, but did not cover other variables related to this topic, such as job satisfaction, personality, corporate justice, and workload pressure. Such other variables also affect ethical performance, and in further studies, it would be interesting to introduce several mediators/moderators.

Finally, quantitative techniques offer numerical findings that lack in-depth analysis as offered by qualitative research. Further studies should consider a mixed-methods approach to get an in-depth understanding of ethical issues, emotions in work environments, and cultural factors. Despite this, this study offers a robust platform for understanding ethical practices in a Pakistani setting.

5.7 Recommendations for Future Research

On the basis of limitations and findings, this study has a number of important recommendations for further research. Firstly, it would be valuable for researchers to take into consideration longitudinal designs to ascertain the effects of ethical values, leadership, and organizational cultures on work-related behaviors. Organizational ethical perceptions and practices develop in organizations over a period of changes, mergers, a new leader, and/or reformations.

Secondly, for better generalizability, upcoming studies should use probability sampling methods. Random sampling of a particular sector, like banking, healthcare, education, manufacturing, and government administration, would help in making comparisons between different sectors and gaining a proper perspective on ethical practices in the country of Pakistan.

Third, authors ought to consider other variables that can provide a means of mediation/moderation between ethical values and behaviors of employees. Organizational justice, job satisfaction, management trust, personality, and psychological security are but a few examples of variables that can greatly affect ethical outcomes. Including these variables would allow a more thorough understanding of moral conduct.

Furthermore, employing other methods such as interviews, focus groups, and/or case studies would help to better understand how employees recognize ethical issues and how the behavior of management influences their views. Mixed methodology studies would reveal the information that is not accessible through a quantitative survey only.

The next research might also be carried out as a comparison study within a particular region or different countries to find out the impact of cultural values on ethical values and behavior in the workplace. This would uncover how generalizable the findings of this study are.

Finally, it would be valuable for future studies to examine industry-specific ethics, as different industries are faced with different ethical dilemmas. Some industries, for example, would be faced with patient confidentiality, while others would be faced with issues of transparency and fraud.

In sum, increasing the diversity of methodology, with a wider range of variables, and expanding the geographical and industrial focus will enhance theoretical and practical knowledge about workplace ethics.

5.8 Summary of the Chapter

This chapter has offered a detailed discussion of the conclusion, implications, findings, and recommendations in relation to the findings of this study, relying on Chapter 4. The findings showed that ethical values, ethical leadership, corporate culture, ethical training, and code of conduct all played important roles in influencing ethical behavior in employees. In this respect,

ethical leadership and ethical values were identified as the most potent predictors of ethical behavior. This chapter highlighted theoretical implications in relation to how findings support, among other prominent theories, those of Social Learning Theory, Ethical Climate Theory, and Organizational Culture Theory. Since it has proved how different associations between leadership behavior, ethical climate, and employee outcomes are linked, it has managed to enhance prominent theories that exist in organizational ethics. Businesses were gaining insights into ethical behavior through the exploration of practical implications. These implications consisted of suggestions that leaders should be more developed, codes of conduct should be improved, ethical transparency should be facilitated, and there should be regular training in ethical practices. According to this study, ethical behavior at work is not only guided by rules but also by moral systems.

The limitations that were recognized included cross-sectional studies, convenience sampling, and data being self-reported. These issues highlight the need for a different strategy in terms of sample diversity, longitudinal studies, and the use of various methodologies to come to a definitive result for future studies. Therefore, this chapter sets out the recommendations made by the next researchers.

This chapter basically brings together the findings of this research to give a clear understanding of the practical and theoretical interpretations of the moral principles at work. The findings conclude that for ethical practices to be instilled, a comprehensive approach has to be employed in which all of these aforementioned elements converge for promoting a sense of fairness, honesty, and accountability in their workplace.

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Appendices

Appendix A: Questionnaire of Survey

Title: Ethical Values and Employee Behavior Survey

(1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree).

Section A: Demographic Information

Gender:

- Male
- Female

Age:

- 18–25
- 26–35
- 36–45
- 46 and above

Education

- Bachelor's
- Master's
- MPhil/PhD

Job Title:

- Operational Staff
- Administrative Staff
- Supervisor / Team Lead
- Middle Management
- Board/ Senior Management

Sector:

- Public

- Private

Total Work Experience:

- Less than 1 year
- 1–3 years
- 4–7 years
- 8 years or over

Section B: Ethical Values

1. Employees are supposed to be truthful at all times.
2. Fairness is promoted in all organizational decisions.
3. Integrity is valued and rewarded.
4. Employees do not pass the buck.
5. Respect is fostered in interaction within a working environment.
6. Ethical behavior is part of the organizational expectations.
7. Accountability is stressed in performance appraisal.
8. Employees follow the ethical norms consistently.

Section C: Ethical Leadership

1. My supervisor sets an ethical example.
2. Leadership focuses on honesty and integrity.
3. My supervisor clearly communicates ethical expectations.
4. Unethical behavior is discouraged by leadership.
5. My leader treats employees justly and with respect.
6. My supervisor is transparent in decision-making.

Section D: Organizational Culture

1. The culture itself in organizations encourages ethical behavior.
2. Ethical guidelines are clearly communicated.
3. The organization promotes reporting unethical activities.
4. Policies support fairness and transparency.
5. Employees believe that ethics are important in this organization.
6. Organizational procedures support ethical decision-making.

Section E: Ethics Training and Codes of Conduct

1. Ethics training sessions are held regularly.
2. Training helps employees understand ethical issues.
3. The code of conduct is easily accessible.
4. The code of conduct makes it clear what behaviors are acceptable.
5. Organizational ethical guidelines are known to employees.
6. Violations of codes are addressed accordingly.

Section F. Employee Behavior

1. I follow organizational rules even when unsupervised.
2. I perform the assignment with honesty and integrity.
3. I treat colleagues with respect.
4. I avoid behaviors that might harm the organization.
5. I handle responsibilities independently without supervision.
6. I speak out when I see something that is not ethical.
7. I act equitably in all situations at the workplace.
8. I am responsible for my decisions.

Appendix B: Consent Form

Participation Consent Form

You are hereby invited to participate in the research study titled "Ethical Values and Their Impact on Employee Behavior in Pakistani Workplaces."

Your participation is strictly voluntary.

Purpose of the Study:

To determine the effect of ethical values, leadership, culture, and ethics training on employee behavior.

What Involves Participation?

You will be asked to complete a short survey that will take approximately 7–10 minutes.

Confidentiality:

Your identity will not be revealed.

All responses will be used solely for academic research purposes.

Voluntary participation:

You may withdraw at any time without penalty.

Consent Statement:

By submitting the survey, you are giving your informed consent to take part in the study voluntarily.

Researcher Contact:

(Researcher Name)

(University/Department)

(Email Address)

Appendix C: Ethical Approval Letter

Sample format-you may replace with an actual letter from your institution.

Department of _____

University of _____

Date: _____

Subject: Research Ethics Approval

This is to certify that the research paper entitled "Ethical Values and Their Impact on Employee Behavior in Pakistani Workplaces" presented by [Student Name] has been reviewed and approved by the Departmental Research Ethics Committee.

The committee ascertains the research falls within ethical parameters, including:

- Voluntary participation
- Informed consent
- Confidentiality of Participants
- Ethics in the handling of data

Approval Reference No: _____

Signed:

(Chairperson, Research Ethics Committee)

Appendix D: SPSS Output Examples

1. Reliability Analysis Output (Cronbach's Alpha)

Variables

Cronbach's Alpha

Ethical Values	0.87
Ethical leadership	0.91
Organizational culture	0.88
Ethics Training	0.82
Codes of conduct	0.89
Employee Behavior	0.90

2. Correlation Matrix Output

Variables	EV	EL	OC	ET	CC	EB
Ethical Values(EV)	1					
Ethical Leadership(EL)	0.612**	1				
Organizational Culture (OC)	0.588**	0.640**	1			
Ethical Training (ET)	0.471**	0.498**	0.452**	1		
Codes of Conduct (CC)	0.563**	0.592**	0.549**	0.460**	1	
Employee Behavior (EB)	0.644**	0.603**	0.587**	0.462**	0.572**	1

3. Output of Regression Analysis

Statistics	Value
R	0.784

R ²	0.614
Adjusted R ²	0.604

4. Descriptive Statistics Table

Predictor	B	Std.Error	Beta	t-value	Sig.
(Constant)	0.812	0.159	—	5.106	0.000
Ethical Values	0.291	0.051	0.324	5.705	0.000
Ethical Leadership	0.228	0.048	0.266	4.750	0.000
Organizational culture	0.193	0.045	0.217	4.289	0.000
Ethics Training	0.112	0.039	0.143	2.871	0.004
Codes of conduct	0.189	0.046	0.205	4.109	0.000