
Ethical Behaviour and Job Performance of Health Workers in Teaching Hospitals, Ibadan, Oyo State, Nigeria

Oketola, R. O.

Department of Health Information Management, University College Hospital Ibadan, Nigeria. roketola2@gmail.com

Lateef, K. O.

Department of Health Information Management, Lead City University Ibadan, Nigeria. lateefkehindedr@gmail.com

Ayoola, O. A.

Department of Health Information Management, University College Hospital Ibadan, Nigeria. omolaraluv11@gmail.com

ABSTRACT

The study examined the influence of ethical behaviour and the job performance of health workers in Teaching Hospitals in Ibadan. The study design was a descriptive survey. The study population comprised 2,070 health workers in Teaching Hospitals in Ibadan. The sample size was 327, determined by Krejcie and Morgan's sample table. The data collection tool was a structured questionnaire. The reliability test of the instrument was job performance, 0.888, and ethical behaviour, 0.86. Data were analysed using descriptive and inferential statistics. Findings showed that the level of job performance of health workers was moderately high. The level of ethical behaviour of health workers was moderately high. There was a significant influence of ethical behaviour on the job performance of health workers. The study concluded that ethical behaviour had influenced the job performance of health workers in Teaching Hospitals in Ibadan significantly. Hence, health workers should follow the ethical conduct, rules, and regulations of the hospitals, this could enhance their job performance.

Keywords: *Ethical behaviour, job performance, health workers, Teaching Hospital, Ibadan*

1.0 INTRODUCTION

Ethical behaviour and job performance are crucial aspects of healthcare organizations that are interrelated and can impact the success of all healthcare facilities. However, these areas have been identified as major challenges in healthcare facilities, which have led to several issues. Performance is a multi-dimensional concept and several attempts have been made

by researchers to give an understanding of it. It is the accomplishment of a given task measured against pretest known standards of accuracy, completeness, cost and speed. Performance is what the organisation hires one to do and does it well. Performing health workers help hospital management to create excellent healthcare organisations. There is more commitment, satisfaction and motivation for the overall job performance of the employee (Arifin, Nirwanto & Manan, 2019). Job performance is to accomplish a given task measured against present known standards of accuracy, completeness, cost and speed. The degree of achievement to which an employee fulfils the organizational mission at the workplace is called job performance. Job performance has been perceived differently by various researchers, but most scholars relate performance with the measurement of transactional efficiency and effectiveness towards organizational goals. Job performance on the other hand relates to how individuals perform their duties. In addition to training and natural ability (like dexterity or an inherent skill with numbers), job performance is impacted by organizational culture and ethical behaviour (Tremblay & Simard, 2018).

Globally, job performance has gained the attention of organisations and scholars. The job performance of health workers in organisations in Scotland and Ireland has suffered different prevailing issues (Tremblay & Simard, 2018). Some of these issues include continued miscommunication within the organisation, ineffective training and staff growth which has an important and positive impact on job performance among health workers. Job performance in Iran, Italy and India has been declining, as a result of the issues and prevailing circumstances especially in terms of declining work quality, lack of creativity, poor communication, non-inclusion in decision making and poor information practices among others (Previtali, Picco, Gragnano & Miglioretti, 2022). The issue with job performance does not exclude Africa as a continent, especially in the health sector. These issues are evident in South Africa, Namibia, Nigeria, and Zimbabwe. The issues and challenges prevailing reveal that in South Africa, Namibia and Zimbabwe, some health workers in the health sector work additional hours without being compensated for overtime. Uncompensated overtime is a clear breach of workers' rights and the ethical norm set for the workforce, as well as being illegal. One of the challenges affecting job performance is that healthcare workers are under pressure from management to reach goals, which are rising in size with time, causing them to engage in unethical actions and delay work. Due to different prevailing issues, healthcare professionals in Nigeria cannot anticipate and manage tasks, hence, unable to meet the goals and objectives of the organization, particularly for high performance (Chiganze & Sagsan, 2022).

Healthcare workers are trained people who engage in work actions and aim to improve health. These include doctors, nurses, midwives, public health professionals, laboratory technicians, health information management professionals, and administrative staff. For effective job performance, the main roles of health workers are to give proper treatments to patients, and maintain organised and accurate information for continuity of care and to do that, they need to perform several complex tasks. These include doctors,



consulting, diagnosing, prescribing drugs, performing surgical procedures, counseling and clerking patient medical histories. Nurses are also saddled with the responsibilities of providing nursing care to patients and all other related activities and processes. Health Information Management Officers also play a critical role in health care organisations by collecting patient bio-demographic data, protecting and ensuring the availability of high-quality clinical information for purposes including patient care, reimbursement, quality assurance, research, statistics gathering and management decision-making. The Hospital administrators also have many tasks and responsibilities, including recruiting, hiring, training, and overseeing human resources. Task performance, contextual performance and adaptive performance are some of the measures of job performance derived from job performance theory (Motowidlo, Borman, & Schmit, 1997).

Task performance is primarily concerned with how well health workers fulfil their core job responsibilities and duties. These responsibilities can include various activities such as delivering services, meeting deadlines, and achieving objectives related to their role. Task performance is the combination of outcomes of exerting efforts. Health workers who are cognitively, emotionally and physically attached towards assigned jobs as well as organizations tend to be more diligent in achieving desired results as such degree of attachment elevates the task performance of health workers (Ohemeng, Obuobisa, & Amoako-Asiedu, 2021). When health workers complete tasks efficiently, they can allocate more time and resources to other aspects of their job, potentially leading to increased productivity and job performance. Since effective task performance often involves collaboration and teamwork, health workers who work well with other colleagues to achieve common goals demonstrate strong interpersonal skills, which can enhance their overall job performance, especially in roles that require cooperation and coordination (Pattnaik, & Sahoo, 2020).

Contextual performance is the total expected value of an individual's behaviours over a standard period for maintaining and enhancing the psychological, social, and organizational context of work. These behaviours are not explicitly required by the job description or job contract but contribute to the overall functioning and effectiveness of the organization. When health workers engage in behaviours that support and help their colleagues, it can improve teamwork and collaboration within the organization. This, in turn, could lead to better communication, increased synergy, and a more productive work environment. Suggesting improvements and adapting to changes in the work environment are forms of contextual performance that could enhance the job performance of health workers. By identifying and implementing process improvements, health workers could contribute to a more streamlined and effective workplace, ultimately improving overall job performance (Obuobisa-Darko, 2020).

Adaptive performance is an individual's ability to adapt to dynamic work situations. Health workers demonstrate adaptive performance by adjusting their behaviours to the requirements of work situations and new events. It is expected that health workers should

be able to find solutions and develop creative approaches to handle atypical, ill-defined, or complex problems as this could in turn enhance their performance (Row, Arghode & Bhattacharyya, 2023). There are eight dimensions proposed eight dimensions of adaptive performance, including dealing with uncertain or unpredictable work situations; handling emergencies or crises; solving problems creatively; handling work stress; learning new tasks, technologies and procedures; demonstrating interpersonal adaptability; demonstrating cultural adaptability; and demonstrating physically oriented adaptability (Row, Arghode & Bhattacharyya, 2023). Successful adaptive performance implies that health workers can efficiently deal with uncertain and unpredictable work situations that may, for example, arise from organizational restructuring, a change in priorities, or the lowered availability of resources. It requires that health workers adapt quickly and easily and make decisions in the face of inherent uncertainty and ambiguity. Handling emergencies or crises corresponds, among other things, to the speed with which a health worker can react to or avoid a hazard, crisis or emergency in an appropriate way (Wang, Lai, Xu, & McDowall, 2022). Extant literature revealed that another factor that could influence the job performance of health workers is ethical behaviour (Malgorzata & Andrzej, 2016).

Ethical behaviour refers to the principles and values that guide health workers and organizations in determining what is morally right and wrong. Health workers, who prioritize ethical considerations are more likely to make sound, morally justifiable decisions, even in challenging situations. Ethical decision-making enhances critical thinking skills, better problem-solving abilities and job performance. When health workers feel valued, cared for, and treated ethically, they experience higher job satisfaction, reduced stress, and improved overall well-being. In turn, this positive work environment positively impacts job performance, as health workers are more motivated, focused, and productive. Ethical behaviour should be encouraged and reinforced through effective leadership, clear organizational values, and policies that promote ethical conduct. Creating a culture that supports and rewards ethical behaviour will further enhance its impact on employee job performance (Roszkowska & Mele, 2021). Measures of ethical behaviour include ethical value, ethical decision making and ethical behaviour which were adopted from deontological theory (Cohen, 1993).

Ethical value refers to recognizing and upholding the moral worth and dignity of health workers in the workplace. By upholding ethical principles, health workers contribute to a positive work environment, build trust, enhance decision-making, and improve an organization's reputation. These factors collectively lead to increased employee engagement, better relationships with stakeholders, and reduced risks, ultimately resulting in improved job performance (Selvaraj, Ghosh & Jagannathan, 2016). Ethical decision-making involves evaluating and choosing actions or behaviours that align with moral and ethical principles in the workplace. Ethical decision-making positively influences job performance by fostering trust, enhancing health workers' morale and engagement, promoting teamwork, improving decision-making quality, strengthening customer relations



and mitigating legal and compliance risks. Organizations that support ethical decision-making create a conducive work environment that drives health workers' performance and contributes to long-term success (Sezer, Gino & Bazerman, 2015).

Ethical leadership refers to the practice of leading and managing health workers in a manner that is morally and ethically sound. Ethical leadership positively influences the job performance of health workers by fostering trust, respect, commitment, open communication, collaboration, ethical decision-making, reducing unethical behaviour, and promoting employee well-being. By creating an ethical work environment, leaders can enhance health workers' engagement, job performance, and overall organizational success (Treviño & Nelson, 2017). Although studies have been done on other factors that could enhance the job performance of employees, there are not many studies that checked the influence of ethical behaviour on the job performance of health workers in teaching hospitals in Ibadan, Oyo State.

2.0 METHOD

The research design employed for this study was the descriptive survey research design. The study population comprised 2,070 health workers in two teaching hospitals (University College Hospital and Adeoyo Maternity Teaching Hospital, Yemetu) in Ibadan. The study sample was selected using stratified proportionate sampling of health Workers in each Teaching Hospital. A sample of 327 health workers was used out of a population of 2,070 for the study using the Krejcie and Morgan sampling technique. A stratified proportionate sampling technique was used in determining the sample. A sample of 327 health workers was used out of the total population of 2,070 for the study using the Krejcie and Morgan sample size table as attached in (Table 3.2). The stratified proportionate sampling technique was used to determine the participants in each institution. The 327 copies of the questionnaire were randomly distributed to each institution according to the proportional number calculated. The data collected for this study were analysed using Statistical Package for Social Sciences (SPSS 24). Frequency counts and percentages were used in analysing the demographic information of respondents. Frequency counts, percentages, mean, and standard deviation were used to analyse data; simple linear regression was used for hypotheses testing. The hypotheses were tested at a 0.05 level of significance.

1.0 RESULTS

Table 3.4: Samples of Health Workers taken from each Teaching Hospital

S/N	Names of Teaching Hospital	Number of health workers	Sample taken from each teaching hospital
1	University College Hospital, Ibadan	1,867/2,070 x 100	90/100 x 327 = 294
2	Adeoyo Teaching Hospital, Yemetu, Ibadan	203/2,070 x 100	10/100 x 327 = 33
Total			327

Table 3.4: Samples of Health Workers taken from each Teaching Hospital

S/N	Names of Teaching Hospital	Health workers	Sample taken from each teaching hospital
1	University College Hospital, Ibadan	Doctors	346*327/2,070 = 55
		Nurses	1,298*327/2,070 = 205
		Administrative Staff	136*327/2,070 = 21
		Health Information Managers	87*327/2,070 = 14
2	Adeoyo Maternity Teaching Hospital, Yemetu, Ibadan	Doctors	26*327/2,070 = 4
		Nurses	155*327/2,070 = 24
		Administrative Staff	12*327/2,070 = 2
		Health Information Managers	10*327/2,070 = 2
Total			327

Table 1: Demographic Information of the Respondents

Variables		Frequency	Percentage
Gender	Male	113	35.2
	Female	208	64.8
Age	20 years and below	4	1.2
	21-30 years	47	14.6
	31-40 years	82	25.5
	41-50 years	118	36.8
	51-60 year	56	17.4
	61years and above	14	4.4
Marital Status	Single	37	11.5
	Married	274	85.4
	Separated	6	1.9
	Divorced	4	1.2
Educational Qualification	OND	28	8.7
	HND	46	14.3
	B.Sc	126	39.3
	M.Sc	104	32.4
	Others	17	5.3

Source: Field Survey, 2024

Table 1 reveals that 64.8% were females and 35.2% were males. It means that female health workers participated more in the study than males. Also, 1.2% of the respondents were between the age ranges of 20 years and below, 14.6% were between 21-30 years, 25.5% were between 31-40 years, 36.8% were between 41-50 years while 17.4% were between 51-60 years and the rest 4.4% were between 61 years and above. It implied that the respondents aged 41-50 were the majority. However, 41.3% of the respondents were 40 years and below. It also revealed that 11.5% were single, 85.4% were married, 1.9% were separated, and 1.2% were divorced. It inferred that married respondents were more represented in the study. It also revealed that 8.7% had OND as their highest educational qualification, 14.3% had HND, 39.3% had B.Sc., and 32.4% had a Master's Degree, while 5.3% had other qualifications. It inferred that respondents who had B.Sc is their highest educational qualification. It means that respondents who have B.Sc and M.Sc Degrees are health workers.

Table 2: Level of job performance of Health workers in Teaching Hospitals in Ibadan, Oyo State

s/n	Items	VHE	HE	LE	VLE	Mean
Task performance						
I possess/can do the following;						
1	The competencies that my job requires.	176 (54.8%)	145 (45.2%)			3.55
2	Work effectively/efficiently.	75 (23.4%)	234 (72.9%)	75 (23.4%)		3.20
3	Understand and carry out work-related procedures	4 (4.4%)	307 (95.6%)			3.04
4	Work in a planned and organized manner to conclude the task defined to me in full and on time	89 (27.7%)	150 (46.7%)	38 (11.8%)	44 (13.7%)	2.21
5	Eager to acquire new skills related to my job	42 (13.1%)	239 (74.5%)	40 (12.5%)		3.38
Average Mean: 3.08						
Contextual performance						
6	Take extra care and take extra responsibilities while doing my duty.	40 (12.5%)	255 (79.4%)	26 (8.1%)		3.71
7	Contribute to the creation of a positive working environment in my organization	68 (21.2%)	253 (78.8%)			3.79
8	The ability to encounter a situation that prevents the task from being done, I try to fix it	145 (45.2%)	150 (46.7%)	26 (8.1%)		2.61
9	Ability to help and encourage my colleagues to complete their work.	113 (35.2%)	196 (61.1%)	12 (3.7%)		3.57
10	The ability to defend my organization where there are criticisms inside or outside	115 (35.8%)	164 (51.1%)	24 (7.5%)	18 (5.6%)	3.96
Average Mean: 3.53						
Adaptive performance						
11	Ability to achieve total focus on the situation to act quickly	115 (35.8%)	150 (56.7%)	56 (17.4%)		2.42
12	Ability to use variety of sources/types of information to come up with an innovative solution	87 (27.1%)	234 (72.9%)		--	3.27
13	Easily reorganize my work to adapt to the new circumstances	38 (11.8%)	283 (88.2%)	-	-	3.11
14	Learn new ways to do my job in order to collaborate better with colleagues and patients	194 (60.4%)	127 (39.6%)	-	-	3.60
15	Analyze possible solutions and their ramifications quickly to select the most appropriate one	107 (33.3%)	150 (56.7%)	50 (15.6%)	14 (4.4%)	2.78
Average Mean: 3.04						
Weighted Average Mean: 3.21						

Key: VH=Very High, H=High, L= Low, VL=Very Low

This Article is Licensed under Creative Common Attribution-NonCommercial 4.0 International 48

Decision Rule: *High =3.00-4.00, Moderate =2.00-2.99, Low =1.00-1.99,*

Table 2 shows the level of job performance of health workers in Teaching Hospitals in Ibadan, Oyo State. Very High, High, Low and Very Low were the response formats used in measuring the level of the job performance of health workers in Teaching Hospitals in Ibadan, Oyo State, but for reporting, Very High and High were merged to become High (H) while Low and Very Low were to become Low (L). The result shows 321(100.0%) affirmed that they have high competencies that their job required while none was rated as low. 309(96.3%) reported a high level of work effectiveness and efficiency while 75(23.4%) rated low response. Similarly, 154(74.4%) stated that they have a high understanding and carry out work-related procedures while 82(25.5%) stated low response. Also, 281(87.6%) stated their eagerness to acquire new skills related to their job was high, while 40(12.5%) were rated low.

Furthermore, 295(91.9%) rated high that they take extra care and responsibilities while doing their jobs, and 26(8.1%) rated low. Also, 321(100.0%) stated that their contribution to creating a positive working environment in their organisations was high, while none reported a low response. Likewise, 295(91.9%) indicated that the ability to encounter a situation that prevents the task, they try to fix it was high, while 26(8.1%) rated it low. Also, 309(96.3%) reported that their ability to help and encourage their colleagues to complete their work was high, while 12(3.7%) rated low ability. 279(86.9%) reported that their ability to defend their organisations where there are criticisms inside or outside was high, while 42(13.1%) reported low ability. A total of 265(92.5%) rated a high ability to achieve total focus on the situation to act quickly, while 56(17.4%) had a low response. In addition, 321(100.0%) were rated high in their ability to use diverse sources of information with an innovative solution while none were rated low ability.

Also, 321(100.0%) stated that they have a high ability to easily reorganise their work to adapt to new circumstances, while none were rated low ability. Also, 321(100.0%) stated that their ability to learn new ways to do their job to collaborate better with colleagues and patients was high while none reported low ability. Lastly, 257(90.0%) reported that they have a high ability to analyze possible solutions and their ramifications quickly to select the most appropriate one while 64(20.0%) reported low ability.

The weighted average mean of the whole item is 3.21, thus, it could be inferred that the level of job performance of health workers in Teaching Hospitals in Ibadan, Oyo State is high. This means that the job performance of health workers in the selected hospitals is fair enough, however, more has to be done to give quality care to the patients.

Table 3a: Regression Analysis of Ethical Behaviour and Job Performance of Health Workers

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.321 ^a	.122	.119	3.61076

Predictors: (Constant), Ethical value, ethical decision, ethical leadership

Table 3b: Summary of Regression Analysis of Ethical Behaviour on Job Performance of Health Workers

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	160.996	3	53.665	3.977	.000 ^b
	Residual	4278.070	317	13.495		
	Total	4439.065	320			

a. Dependent Job performance

b. Predictors: (Constant), Ethical value, ethical decision, ethical leadership

Table 3c: Summary of Regression Analysis of Ethical Behaviour on Job Performance of Health Workers

Model		Unstandardized Coefficients		Standardized	T	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	23.129	2.604		3.533	0.000
	Ethical value	-0.093	0.181	0.026	-1.084	0.008
	Ethical decision	-0.312	0.162	0.402	-2.254	0.001
	Ethical Leadership	0.179	0.145	0.183	5.118	0.000

a. Dependent Variable: Job performance

Source: Field Survey (2024)

Tables 3a, b & c show the influence of ethical behaviour on the job performance of health workers in Teaching Hospitals in Ibadan, Oyo State. The most potent measure of ethical behaviour was ethical leadership (Beta = 0.179, $t = 5.118$, $p < 0.05$), followed by ethical decision (Beta = -0.312, $t = -2.254$, $p < 0.05$) and ethical value (Beta = -0.093, $t = -1.084$, $p < 0.05$). It implies that ethical leadership (11.8%), ethical decisions (-25.4%) and ethical values (-8.4%) tend to enhance the quality of job performance of health workers in Teaching Hospitals in Ibadan, Oyo State. It revealed that the three measures of ethical behaviour combined accounted for 11.9% (Adj.R2= .119) variance in the prediction of job performance. The result from the regression analysis shows that there was a significant influence of ethical behaviour (ethical leadership, ethical decision and ethical value) on the job performance of health workers, $F(3, 317) = 4.977$, $p < 0.05$. It implies that ethical behaviour influenced the job performance of health workers in Teaching Hospitals in Ibadan significantly. Therefore, H_0 is rejected.

3.2 Discussion of Findings

The results from the research showed a moderately high ethical behaviour of health workers in Teaching Hospitals in Ibadan, Oyo State. It adjudged that having the right attitude towards work, making good decisions that impact the employees and employers positively, and having good leadership could make health workers abide by the ethical values and rules of their organisations, and enhance their job performance. The finding lends credence to a study that investigated the relationships between ethical value, employee engagement, workplace optimism and individual performance and found that goal setting leads to

engaged employees, which in turn leads to higher levels of workplace optimism that improves the individual performance of employees (Orpen, 2015).

The findings found that the level of ethical behaviour of employees was moderate. It revealed that ethical behaviour affects the performance of an organisation and that good ethical behaviour has a positive correlation with organisational performance. It found that organisations provided ethics training programs for all employees. These programs should explain the underlying moral and legal principles and present practical aspects of carrying out procedural guidelines (Kehinde, 2019).

Osibanjo, Akinbode, Falola, & Oludayo (2015) examined work ethics and employees' job performance. It found that the extent to which employee encourages integrity, a sense of responsibility, quality, self-discipline and teamwork determines whether weak work ethics contribute to poor job performance. Literature review and theoretical ground point towards the need for workers to promote ethical practice and discourage unethical acts which can undermine corporate image and excellent performance. This study proposes that work ethics result in better work performance. It revealed that employees demonstrated a moderate level of ethical value. Also, findings indicated a significant positive effect of ethical behaviour on employee performance. It found that ethical behaviour among employees is crucial and imperative. It revealed that ethical values, responsibility and accountability in these firms should not be overlooked since they provide a sense of direction toward profitability as a measure of performance (Agbo, 2022).

Yusra (2017) revealed a significant influence of ethical behaviour (ethical leadership, ethical decision and ethical value) on the job performance of health workers. The finding validates an empirical study on the impact of business ethics on employee performance in Jordanian Public Universities. The findings revealed a significant positive relationship between ethical values (respect for laws and regulations, justice and impartiality, respect for time and perfection, honesty and straightness, and integrity and transparency) and employee performance.

4.0 CONCLUSION

The findings established a high level of job performance of health workers in teaching hospitals in Ibadan, Oyo State. It also found that the ethical behaviour of health workers in teaching hospitals in Ibadan was high. It also established a significant influence of proper behaviour on the job performance of health workers in Teaching Hospitals in Ibadan. When health workers in teaching hospitals become familiar with the organisation's culture, smooth communication among workers, organisation's interest at heart, and respect for values, they tend to be more productive. Also, when health workers demonstrate ethical conduct, it contributes to a positive work environment, builds trust, and supports the organisation's reputation and job performance. It concluded that ethical behaviour influenced the job performance of health workers significantly in Teaching Hospitals in Ibadan.

Acknowledgements

We sincerely appreciate Lead City University, Ibadan, Oyo State, Nigeria. We appreciate the support and understanding of the management and staff members of University College Hospital and Adeoyo Maternity Teaching Hospital, Ibadan.

REFERENCES

- Agbo, M. U. (2022). Effect of ethical behaviour on organizational performance: A study of 7up Bottling Company, Aba, Abia State. *African Scholar Publications & Research International*, 27(7), 11-30.
- Arifin, I. N., Nirwanto, I. & Manan, I. (2019). Improving the effect of work satisfaction on job performance through employee engagement. *International Journal of Multi-Discipline Science*, 2(1), 1-9.
- Chiganze, T. & Sagsan, M. (2022). Relationship between human capital, innovation capability, and employee job performance in academic libraries in Namibia, South Africa, and Zimbabwe. *LIBRI*, 72(3), 317–334.
- Cohen, D. (1993). Creating and maintaining ethical work climates: A theory of the workplace and implications for managing change. *Business Ethics Quarterly*, 3(4), 343-358.
- Detert, S., Schroeder, B., & Mauriel, E. (2015). *Corporate culture and organisational effectiveness*. New York: John Wiley & Sons.
- Kehinde, O. J. (2019). Effects of ethical behaviour on organizational performance: Evidence from three service organizations in Lagos, Nigeria. *Journal of Research in National Development*, 8(1), 1-17.
- Malgorzata, G. & Andrzej, B. (2016). Employee interests in the light of human resource management concepts. *Management*, 18(1), 1-18.
- Motowidlo, S. J., Borman, W. C. & Schmit, M. J. (1997). A theory of individual differences in task and contextual performance. *Human Performance*, 10(2), 71-83.
- Obuobisa-Darko, T. (2020). Ensuring employee task performance: Role of employee engagement. *Performance Improvement*, 59(8), 12-23.
- Ohemeng, F. L., Obuobisa, D. T. & Amoako-Asiedu, E. (2021). Employee engagement and task performance in state-owned enterprises in developing countries: The case study of the power sector in Ghana. *Journal of Public Affairs*, 20(2), 34-42.
- Orpen, C. (2015). Employee job performance and relations with Superiors as moderators of the effect of appraisal goal setting on employee work attitudes. *International Journal of Career Management*, 7(2), 3-6.

- Osibanjo, A. O., Akinbode, J. O., Falola, H. O., & Oludayo, A. O. (2015). Work ethics and employees' job performance. *Journal of Business Administration*, 4(5), 34-41.
- Pattnaik, S. C., & Sahoo, R. (2020). Employee engagement, creativity, and task performance: Role of perceived workplace autonomy. *South Asian Journal of Business Studies*, 10(2), 227-241.
- Previtali, F., Picco, E., Gragnano, A., & Miglioretti, M. (2022). The relationship between work, health, and job performance for a sustainable working life: A case study on older manual employees in an Italian steel factory. *International Journal of Environmental Research and Public Health*, 19(4), 14-22. <https://doi.org/10.3390/ijerph19211458>
- Roszkowska, P., & Mele, D. (2021). Organizational factors in the individual ethical behaviour: The notion of the "organizational moral structure." *Humanistic Management Journal*, 6(5), 187-209.
- Row, S. W., Arghode, V., & Bhattacharyya, S. S. (2023). A study on adaptive performance, work-related psychological health, and demographics in Episcopal Church bishops. *Journal of Work-Applied Management*, 8(5), 1-15.
- Selvaraj, P., Ghosh, S. K., & Jagannathan, S. (2016). Downside of performance appraisals and the potential for deviant behaviours: Start your search. *Indian Journal of Industrial Relations*, 52(1), 117-128.
- Sezer, O., Gino, F., & Bazerman, M. H. (2015). Ethical blind spots: Explaining unintentional unethical behaviour. *Current Opinion in Psychology*, 6, 77-81.
- Tremblay, M., & Simard, G. (2018). A multifoci approach to study social support and job performance: A target similarity consideration of development-enhancing practices, leadership, and structure. *Journal of Business Research*, 92, 118-130. <https://doi.org/10.1016/j.jbusres.2018.07.002>
- Treviño, L. K., & Nelson, K. A. (2017). *Managing business ethics: Straight talk about how to do it right*. Hoboken, NJ: Wiley.
- Wang, Q., Lai, Y., Xu, X., & McDowall, A. (2022). The effectiveness of workplace coaching: A meta-analysis of contemporary psychologically informed coaching approaches. *Journal of Work-Applied Management*, 14(1), 77-101.
- Yusra, T. M. A. S. (2017). Impact of business ethics on employee's performance: An empirical study of Jordanian public universities. *Arabian Journal of Business and Management Review (Nigerian Chapter)*, 4(2), 44-51.