

# **ASHESI UNIVERSITY COLLEGE**

## **ETHICS TRAINING IN GHANAIAN CORPORATIONS**

By

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Dissertation submitted to the Department of Business  
Administration,

Ashesi University College

In partial fulfillment of a Bachelor of Science Degree in  
Business Administration

April 2010

## **DECLARATION**

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

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Candidate's Name: ABELARDO CHELE LOPEZ

Date:

I hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of thesis laid down by Ashesi University College.

Supervisor's Signature:.....

Supervisor's Name: Dr. ESI ANSAH

Date:

## **ACKNOWLEDGEMENTS**

First of all I would like to express my sincere gratitude to my faculty advisor Dr. Esi Ansah for all her support, patient and contributions during the compilation to this dissertation.

Secondly I would like to thank the officials that I spoke to at Vodafone Ghana Limited, without them I would not have been able to complete this study. I would also like to thank everybody else who helped me at Vodafone Ghana Limited and gave me their support when I was there.

Thirdly, I would like to thank my entire family especially my mother, Miss Cecilia Lopez Rope and my father, Mr. Abelardo Chele Ndivo, whose support and encouragement has taken me through my four-years at Ashesi University.

Finally special thanks go to my group members and all my colleagues and lecturers at Ashesi University who provided me with the needed support and inspiration during the compilation of my dissertation.

## **ABSTRACT**

Ethics is an essential part of employee training. Studies conducted suggest that the benefits that may be derived from the implementation of ethics training in an organization are numerous, ranging from increase in productivity to improvement in employee effectiveness.

This exploratory study investigates how ethics training programs implemented in an organization may impact the performance level of the organization's employees. The study also seeks to find out some of the specific benefits that may be derived from the implementation of ethics training. The main question that this study attempts to answer is; *Does ethics training have an impact on employee performance?*

The study is set in Ghana specifically in the city of Accra. Three interviews with key employees and 40 distributed questionnaires constitute the instruments used during the compilation of this study. Findings suggest that ethics training plays an important role in the employees' performance in an organization and is an essential ingredient if success is to be achieved. The findings also suggest that the employees themselves consider ethics training as a vital element for their personal improvement and as a necessary factor for the achievement of their targets. The findings and lessons obtained during the compilation of this study may constitute a good addition to already scarce intellectual resources on ethics training in the Ghanaian context. The findings may also be beneficial for companies trying to improve on ethics training in Ghana as well as serve as assistance in further research.

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## **CHAPTER 1: INTRODUCTION & BACKGROUND**

The aim of every company is to be successful and with success comes good brand image, increase in market share and more importantly productivity. In order to achieve success, a company must ensure that its employees receive adequate training including ethics training (Jack, 2006). Management must ensure that employees conduct themselves ethically while doing their jobs so they can maintain the integrity of the organization. In order to do so, many companies have developed written codes of ethical business conduct that help them translate the required standards of ethics to their employees. In today's world, ethics can play a very important role in company's brand image. Ethics also play a big role in determining how customers perceive the company in terms of integrity, truthfulness, honesty and fairness (Mensah, 2003). This can go a long way in having an impact on the bottom line of the corporation, which is to make profit.

In Ghana, just as in many developing countries, some people still question the need of spending valuable company time and resources on ethics training (Mensah, 2003). Those people believe ethics is related directly to the family or religious upbringing that a person has as a child, and find it a waste of time for adults to be taught ethics. However, ethics programs that lead to ethical reasoning, behavior and imagination can be sharpened and enhanced (Mensah, 2003).

In Ghana, many companies fail to realize the importance of ethics training and the negative or positive impact it may have on their companies (Mensah, 2003). For instance, when an employee does not know where to draw the line between a legitimate business courtesy in the form of a simple gift and a bribe, it may show lack of ethics training. If the employee goes ahead to collect a bribe, he or she undermines the company's reputation and its brand image. Management may also struggle in trying to maintain exemplary ethical standards when a competitor acts unethically (Chaperon, 2009).

The importance of Ethics can even be reflected in the layoff policies or termination of employees in the fairest possible manner as well as in awarding of contracts policies of the company. All these may have a significant impact in achieving the company's objectives and equally can considerably damage its good name and image. Corporate ethical culture is vital to success of any company but the question is; how many people really believe in ethics training?

This research study is an enquiry into the extent to which ethics training is applied in a Ghanaian corporation and how it reflects on the performance of the employees of the organization.

## **1.2 Research Objective**

People tend to disagree on the importance of the need for ethics training in an organization. Some people in Ghana believe that it is a waste of time and money to train employees on ethics and principles (Safro, 1983).



Such people believe it will be a difficult task to change an adult's mind in relation to the concept of ethics and everything they do is dictated by the maximization of profit (Safro, 1983).

However, others truly recognize the importance of ethics training in order to maintain a standardized good image and brand of their companies (Mensah, 2003). These people believe that in order to have a trustworthy workforce there is a strong need for employees to be trained on ethics principles such as integrity, respect of boundaries at the work palace, honesty, moral decision making etc....

The reality is simply that in today's world, in developing countries such as Ghana, ethics training is becoming increasingly important (Mujtaba, 1997). More and more developing nations such as Botswana and Ghana are placing more emphasis on ethics training with the view of reaping the benefits in a foreseeable future. Ethics training is becoming a common agenda in the world of business (Mujtaba, 1997). The research paper focuses on Ghana and specifically in a single corporation within the country.

This research study aims at de-mystifying the concept of ethics training by analyzing the true value that ethics training adds to a corporation in terms of performance at the employee level.

The main objective of this research study therefore is to find out whether proper ethics training of personnel in Ghanaian corporations has a direct positive impact on the performance of the employees.

### **1.3. Research Question**

#### ***1. Does ethics training have an impact on employee performance?***

The entire project is centered on answering this particular question. It is important to answer this question because the answer derived from it will determine how valuable the concept of ethics training actually is for a business entity.

### **1.4 Ethics**

Raymond Baumhart, a professor of Business Ethics at Loyola University Chicago, defines ethics in general as the standards of right and wrong that prescribe what humans ought to do, in terms of rights, obligations, benefits to society, fairness, or specific virtues (Velazquez, 2010).

Jerald Greenberg in his book *Managing Behaviors in Organizations* defines ethics as the standards of conduct that guide people's decisions and behavior (Greenberg, 1999).

The concept of ethics in the business context can be translated into a specific code of principles based on the values that govern an organization's actions and decisions (Bishop, 2003). It is all about teaching employees how to make choices that are right, regardless of how they feel or how much they may be able to gain from unethical actions. Knowing how to integrate principles such as integrity, trust, respect, honesty, equity and loyalty into the working environment can be very beneficial to the company.

Employees of the organization will have to act and behave according to the company's code of ethics in order to preserve the organization image and stay in line with the corporation's boundaries, directives and culture. Mostly, this code of ethics will be designed to help the organization gain acceptance in the eyes of the general public and more specifically in the eyes of their customers.

The code of ethics also helps create a community culture where everybody feels protected and where there is no need for "watch dogs" for people to do things the right way. If consumers within the market perceive a company as one with high ethical standards then they will be inclined to patronize the goods and services of the company otherwise they may be tempted to go to a competitor who is perceived to be more ethical.

Appropriate ethics training can be translated into both a greater market share and profit margin of the organization (Bishop, 2003). For example, a company that is perceived as promoting and hiring its employees on the bases of familiarity and favors rather than performance and qualification will tend to lose its best employees, who feel let down, to other competitors and at the same time will not attract the best applicants.

Equally, a company that is perceived as one that does not care about social implications will suffer a fall in customer numbers (Peterson, 2003).

## **1.5 Outline of the Dissertation**

This study encompasses five chapters. Chapter one provides a brief background to the research and outlines the research question and the objectives of the study. Chapter two reviews literature concerning ethics training and looks at the work of some few scholars who have previously conducted work and research on the area of ethics training and ethics in general.

Chapter three discusses all the methods used while conducting the study, the area of study, the demographic profile of the population used in the study and the criteria adopted for the study. Chapter three also look at some of the limitations and challenges that the researcher encountered while conducting the study. Chapter four provides an analysis and interpretation of the data collected during the collection period of the study. The chapter includes some graphical representations and some tables that make understanding of the study easier.

Chapter five, which is the last chapter, provides a conclusion of the study based on all the information gathered and the analysis of the results. Finally the chapter makes some few recommendations that the researcher finds essential for the improvement of the concept of ethics training in the country.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.1 Ethics and Business**

A study conducted by Tom Beauchamp reveals that the manner in which ethics conduct is applied to a business could have an impact on the profitability and brand recognition of that business (Beauchamp, 1980). Different researchers in the field of ethics have come up with different definitions of ethics and the topic has been interpreted differently.

The concept of ethics is defined in the area of marketing as *"a process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others"* (Kotler, 2006). In the marketing context, ethics is considered in relation to what actions are wrong or right when formulating policies and practices relating to new products and services depending on how they might affect the final consumer. However, Jerald Greenberg believes ethics constitute the standard of conduct that guides people's decisions and behavior.

This research paper focused on the above definition of ethics given by Greenberg, because it follows the same principles of the deontological approach, which was adopted by the study. The study used the deontological approach and tried to determine the extent to which a Ghanaian corporation values the concept of ethics training in business.

The impact that ethics training have on the performance level of the employees will also be analyzed during this study.

Ghanaian Scholars Sam Mensah and Kwame Aboagye deal extensively with the issue of ethics in the Ghanaian context. According to them in their work, *Corporate Governance and Corruption in Ghana*, in Ghana the practice of ethics is perceived as a mere concept that causes no impact or whatsoever to the bottom line of the business. Through the compilation of their work it is not complex to determine that they came to the conclusion that some people in Ghana actually consider the concept of ethics as a stumbling block in the process of making money.

Kwame Safro in his work, titled *Doing business in an African country (Business Ethics and Capitalism in a Poor country*, clearly states that the standard of ethics in Ghana is poor and Ghanaian business men and women are still failing to understand the real importance of ethics.

Many scholars have conducted studies where they have somehow criticized the ethical standards in Ghana and recognize the failure of Ghanaian entrepreneurs to understand or appreciate the value of the concept of ethics training. However, one criticism that can be directed towards scholars such as Kwame Safro and Sam Mensah is that, although they have identified the issue and even gone to the extent of pointing out the failure of recognition of the concept, they have failed to show the way forward.

These scholars have failed to identify what needs to be done for the concept of ethics training to be given the appropriate recognition and respect that they feel it deserves.

According to Beauchamp, ethics can be divided into two main schools of thoughts or approaches: the utilitarian approach and the deontological approach. Under the utilitarian approach, the notion of ethics is closely related to the consequences of an action. In opposition, the deontological approach, considers not so much the consequences of an act as the manner in which the act is performed (Beauchamp, 1980).

## **2.2 Utilitarian Approach**

The origins of this approach to understanding and accessing ethical behavior can be traced way back to the Greek philosopher Epicurus. As a specific school of thought it became noticeable in Great Britain during the eighteenth and nineteenth centuries, when philosophers Jeremy Bentham, John Austin, and John Stuart Mills began criticizing aspects of the common law (Williams, 1973). Jeremy Bentham can be seemed as the progenitor of this approach.

The approach is influenced by the intentions of the person performing the act and the consequences that derived from the action (Williams, 1973). According to this approach, a manager will attempt to produce the greatest possible amount of positive value or the smallest possible amount of negative value for the persons affected. Utilitarianism is all about the achievement of the greatest happiness for the greatest number (Hutcheson, 1725).

Jeremy Bentham's *Introduction to the Principles of Morals and Legislation* and John Stuart Mill's *Utilitarianism* are major statements of utilitarianism.

The utilitarian approach, follows the principle of *the end justifies the means*, a principle that backs the idea of utilizing whichever possible and available means one has at his disposal in order to achieve an objective.

### **2.3 Deontological Approach**

Derived from the Greek word *deon*, which means "obligation or duty"; the Deontological is largely based on the work of the philosopher Immanuel Kant. It is an approach to ethics that determines the goodness or rightness of an action based on the method used while conducting the action. The deontological approach to ethics is more concerned with compliance of rules and regulations rather than the consequences that an action may have. People must always follow the rules and regulations set by the community, society or company in which they operate.

The deontological approach is based on the notion of categorical imperatives, which can be classified into three categories (the universal law, Treat humans as end in themselves and act as you live in the kingdom of end).

Consequently the approach is more normative in nature (Nantes, 1996). This approach was chosen by the study because it's rational of following strictly the rules and regulations, suits perfectly with the purpose of this study, which is to determine the extent to which fundamental ethics training will impact in the performance level of the employees.



Kant argues throughout his work that to act in the morally right way, one must act from duty. For Kant, a course of action is not ethical unless the person who adopts it would see nothing reprehensible in its adoption by all others and unless this practice does not threaten the survival of society (Vent, 2005).

## **2.4 Relationship between the Deontological approach and corporate ethics**

The relationship is a straight forward one; a firm that decides to train its employees on ethics and adopts a documented code of ethics as a policy, follows the deontological approach to ethics, which states that people must act according to rules and regulations, therefore the code of ethics is a formulization of the deontological approach (Nantes, 1996).

If employees are adequately trained in ethics, they will behave and act in the appropriate manner. This in turn will increase the quality of their performance and positively reflect in the bottom line of the organization (Nantes, 1996).

Immediate benefits such as an increase in profit margin or an increase in market share must not serve as the sole motivation for companies to take decisions; companies should rather make business decisions considering what is right or wrong according to the rules.

## **2.5 Corporate Ethics in the Ghanaian context**

In practice some managers are of the view that, there is nothing wrong with maximizing profit; it implies that nothing should stop a business manager from increasing the wealth of shareholders of the business. Research conducted by Ghanaians scholars Kwame Safro and Sam Mensah serve as back up to this view.

According to Mensah, people who are in business will do anything to maximize the proceeds they get from their business ventures (Safro, 1983). It is not surprising that in today's Ghana; the practice of ethics is perceived as a mere concept that causes no impact to the bottom line of the business (Mensah, 2003). This view is replicated by Safro in who goes on to add that ethics is not been given the necessary consideration in the country and that people simply fail to understand its importance.

According to Safro, an example of how ethics is currently being undermined in Ghana is the fact that it is not uncommon to see Ghanaian business men and women selling goods and offering services far above the approved government prices (Safro, 1983). This is a clear example of the poor standard of ethics currently in the country. These facts emphasize the importance of ethics training in Ghanaian corporations and therefore justify the need for this study to be conducted. It is important to identify potential solution to the issue of ethics development.

## **CHAPTER 3: METHODOLOGY**

This study looks at determining whether or not ethics training has a direct positive impact on the performance of employees. The study looks at the results generated by the ethics training programs implemented by an organization. This section focuses on the research tools used during this study and the data collection methods. The chapter includes analysis of the type of data, the sample size used during the study, the design of the questioners and the formulation of the interviews and the limitations to the study. This research paper tries to study the relationship between ethics training of employees in a corporation and the performance of those employees.

### **3.1 Profile of Vodafone Ghana Limited**

Vodafone in Ghana is one of the latest additions to Vodafone Group Plc, the world's leading mobile telecommunications company. This follows the successful acquisition of 70% shares in Ghana Telecommunications Company (GT) for \$900 million dollars by Vodafone International Plc on July 23, 2008. Previous to the acquisition in 2008 the company was owned by the government of Ghana and known as Ghana Telecommunications Company.

*Vision of the company:* "To be the communication leader in an increasingly connected world" (www.vodafone.gh.com, 2009).

***Company's Enduring Goals;***

1. Build the best global Vodafone team.
2. Provide superior shareholders returns.
3. Be a responsible business.

***Company's Business Strategy goals;***

1. Drive operational performance.
2. Pursue growth opportunities in total communications.
3. Execute in emerging market
4. Strengthen capital discipline.

***Business principles;***

1. Integrity (employee's conduct)
2. Ethical behavior at all time.

**3.2 Area of Study**

The study is centered on Vodafone, which is a multinational telecommunication company. The Accra-North (Circle) branch was chosen for the purpose of this study. The choice was based on convenience and access as well as permission granted to conduct the study. The data used for this research study was mostly primary data collected from the company's employees and some high ranking officials. Officials included the Employee Relations Officer and Reward and Recognition Consultant, the Learning Development Consultant, and the Corporate Communications Officer.

The Employee Relations Officer and Reward and Recognition Consultant was chosen due to vital information at his disposal concerning both employees' ethics training programs and employees' performance levels. The Corporate Communications Officer is in charge of the outdoor relations of the company and this person possesses vital information concerning the image and the reputation of the organization.

### **3.3 Sampling Technique**

The study used a non-probability sampling technique known as convenience sampling technique. Convenience sampling is a technique that assumes that the members of the population selected have similar characteristics. In the case of the study all members of the sample were workers of the company. The 40 respondents were chosen based on time and cost constraints as well as well as taking into consideration convenience of both the researcher and the respondents.

### **3.4 Data Source**

This type of data is made up of data collected on the field, collected specifically for the research project. This type of data is unique to the individual who collects it until the data is made public. Primary data are more reliable and accurate (Lewis, 1971). Primary data was collected from 40 employees and 3 high ranking officials made of the Employee Relations Officer and Reward and Recognition Consultant, the Learning Development Consultant, and the Corporate Communications Officer.

Data collected from the 40 employees in general was done through the use of questionnaires that were handed to them during working hours and collected immediately after they were filled. The 40 employees were chosen from different departments and levels of the organization's structure. Employees who filled the questionnaires, included a range from security personnel on duty at the time of collection to middle class officials and high ranking officials. The data collected from the three key officials was done through face to face interviews conducted in the premises of the organization at a time that was convenient to the officials. The data collected was specifically made of data relating to ethics training programs and methods implemented by the organization, and performance levels of employees who have undergone ethics training programs.

Secondary data would be made up in totality on data collected by others. Secondary data is data obtained by reprocessing and reusing already collected information (Lewis, 1971). The type of secondary data used by this study included any additional information available about the company; newspaper's articles, internet web-site's reports relating to the organization's training programs or the level of performance of the employees.

Forty questionnaires containing essential questions were used as instrument to collect information from a sample of 40 workers selected all across the organization in order to determine the impact that ethics training has had on the performance level of employees. Both open and close-ended questions were used during the formulation of the questionnaires.

Some of the essential questions included in the questionnaires were:

- Have you received any form of ethics training while working for this corporation?
- How have this ethics training helped you in your work?
- Where you able to achieve your performance target after you received ethics training?
- How important is ethics training for you?

Questionnaires were chosen as one of the methods to be used for this study because they provide information from a large number of people within a short time. This is an advantage that this research study utilized to the fullest.

Three Interviews were conducted with high ranking officials of the organization. The officials were duly contacted after permission was obtained from the company to conduct the study. They selected specific periods of times that were convenient to them, and were interviewed within the premises of the organization.

Previous to the actual conduction of the interviews, a sheet containing a detailed list of important and relevant questions on ethics training and employees' performance was generated. This list of questions was used as a base for the interviews. The officials were asked different questions depending on their respective positions in the organization and the

information available to them. During the interviews a tape recorder was used to record the information obtained from the officials.

Some of the essential questions included:

- Does your company have any documented code of conduct or policy statement that has to be followed strictly by the employees?
- What are some of the measures in terms of ethics training that your company has taken to ensure its employees are appropriately trained in ethics?
- How would you measure whether performance has improved after training your employees on ethics?
- What is the meaning of the "Vodafone way"?

The interviews were useful in helping the researcher identify and understand the relationship between ethics training of the employees and the performance level of those employees in question.

### **3.5 Data Collection Process**

The collection process started with the formulation of the questions to be used in the questionnaire and during the interviews. After securing permission to conduct the study, the researcher went to the premises of the company and selected 40 employees through the use of the convenience sampling technique. These 40 employees were given questionnaires to be filled. 2 days were needed for the completion of the filling of the questionnaires due to the busy schedule of the employees.



Three interviews were also conducted with high ranking officials. The officials were selected based on their key positions in the organization, which afforded them access to vital information needed for the success of the study. They were contacted before the interviews and a specific time was selected with each of them, taking into consideration their work schedule and the availability of the researcher. The one-on-one interviews were conducted within the premises of the company and a tape recorder was used during the interviews. Each interview lasted between 40 minutes and one and half hours. A different day was chosen to conduct each interview.

### **3.6 Demographic Profile**

They were forty three participants in total in this study; they included 40 questionnaires respondents and 3 interviewees. The Forty questionnaires respondents included 29 male respondents and 11 female. The three interviewees were male. Eleven of the respondents were between the ages of 25 and 30 years, 28 were between 31 and 45 years and just 1 was above 45 years old.

29 of the respondents stated they had received some sort of ethics training while working for the organization and 11 stated they hadn't. 3 of the 40 respondents had just secondary educational level, 7 were diploma holders, 17 of them had a Bachelors' degree and 13 had been educated at a Master degree level.

### **3.7 Research limitations**

Due to time constraints and limited research funding, this study could only focus on one particular company in the country.

With the selected company being a private company, it was very difficult to access vital information needed for the study. This was because the company was under no obligation to reveal any sort of information to the public so the researcher encountered serious difficulties in accessing relevant information for the study.

In addition lack of enough resources and previous studies conducted in the area of ethics training, particularly in the Ghanaian context, constituted a major issue during the study.

The bureaucracy and all the long procedures required to be followed, for permission to be granted for the study to be conducted, was also a major challenge during the compilation of the study.

Reluctance to fill the questionnaires by some respondents also made the collection period cumbersome. Some respondents, claiming to be too busy, wanted to be allowed to take the questionnaires home and bring them the following day.

## **CHAPTER 4: RESEARCH RESULTS AND DATA ANALYSIS**

This chapter shows the results obtained by the study, it includes some graphs and tables which aided the interpretation of the data collected. SPSS analytical software was used during the interpretation of the data. The chapters contain the findings of the study and the analyzed data gathered through the compilation of the research.

The entire study is designed to answer the following research question; *Does ethics training have an impact on employee performance?*

After the organization of the data and its consequent interpretation, the findings of the study suggested that ethics training does indeed have a big impact in the performance of the employees. Results obtained by the organizations after ethics training methods were implemented, act as clear indicators that ethics training is an important factor that contributes immensely in achievement of targets and increase in employees' performance. Improvement in specific areas such as productivity, effectiveness, integrity, and respect can directly linked with ethics training implementation.

## **4.1 Interviews with Company Officials**

Three interviews were conducted with high ranking officials from Vodafone Ghana. Officials included the Employee Relations Officer and Reward and Recognition Consultant, the Learning Development Consultant and the Manager in charge of corporate communications of Vodafone Ghana Limited.

Four main issues were discussed during the interviews;

1. How important is ethics training for the company, and do they have a documented code of conduct that has to be followed by employees?
2. What are the measures they take to ensure their employees are appropriately trained in ethics?
3. Has ethics training been beneficial to the organization, and if yes, how?
4. How has ethics training impacted the performance of the employees?

Key information obtained from the three interviews conducted indicated that the company has a very strong belief on ethics training and further more that they have an official policy or documented code of conduct known as the "Vodafone Ethics Principle". This document contains all the regulations of the company and the strict procedures to be followed by all the members of the organization.

All interviewees stated clearly that ethics training constitutes a strong pillar of the organization, this is translated in the culture and working environment of the organization. The company strongly believes in ethics training and as a result has designed a specific training program for all new employees.

This training program helps employees to familiarize them with the organization's way of doing things known as "*The Vodafone Way*". *The Vodafone Way* is the company's global and standardized way of working. It is based on ethical conduct and behavior, which is to be followed by all members of the company. Fraternity and integrity are some of the basic principles that the organization seeks to translate onto their new employees. The company believes that with *The Vodafone Way*, employees are able to understand and adapt to the culture of the organization and become united in the pursuit of the organizations' objectives.

#### **4.2 Performance Impact**

Findings obtained from the interviews conducted reflect the importance of ethics training in increasing employees' performance. Information derived from the interviews indicated that employees were responding positively from the ethics training programs implemented by the organization. Ethics training was having a direct positive impact on the performance levels of the employees and the achievement of their targets. In-house ethics training programs are continuously being implemented by the organization. Also, high ranking employees are sent abroad to other branches of the organization located overseas to gain exposure and adapt to the ethical global standard of the organization. Seminars and intensive ethics training sessions are also being provided in a continuous basis for all employees of the company.

Information gathered from key officials of the organization indicated that profitability of the company has increased considerably as a result of the implementation of a variety of ethics training programs.

Other variables that indicate that the performance of employees improved considerably are the reduction on the number of complaints the companies received from their subscribers after newly-ethics-trained employees were appointed in key positions. Also, personnel from the Human Resource Department indicated during the interviews that the number of disciplinary cases have also reduced considerably following the implementation of ethics training programs. Feedback from employees' supervisors suggested that the training was effective and an increase in employee's performance level was being registered as a result of the training programs conducted.

#### **4.3 Other ethics training impact**

Information gathered through the interviews conducted indicates that when employee's performance level increases considerably in terms of output, that is translated directly to the profit levels of the organization as a whole. Ethics training seems to have a direct positive impact on the performance of the employees and this in turn is reflected in an increase in profit making of the organization.

Forty questionnaires were handed over to employees. Questions were designed with the aim of finding out from the employees themselves whether they have received any form of training on ethics and how this ethics training had impacted their performance.

## 4.4 Results

The following are some analyzed results derived from questions that provided a good base for conclusions and findings of this research study. Some of the essential questions asked were;

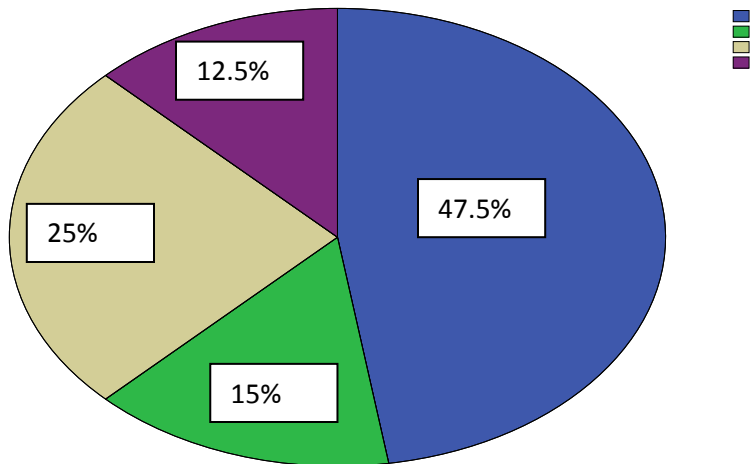
- ✓ How long have employees been working in the organization?
- ✓ Do employees know anything about ethics training in general?
- ✓ Have employees ever receive ethics training while working for Vodafone?
- ✓ Would they be willing to give up some of their spare time to be adequately trained on ethics?
- ✓ Have they been able to achieve their performance target after undergoing ethics training?
- ✓ How specifically can ethics training helped them improved their performance?

All these questions were designed with the aim of providing the researcher with the right information for the study. The answers obtained from these questions along with the data collected from interviews enabled the researcher complete the study.

**How long have you been working for the organization?**

	Frequency	Percent
less than 1 year	19	47.5
between 1- 5 years	6	15.0
between 5 - 10 years	10	25.0
between 10 - 15 years	5	12.5
Total	40	100.0

**How long have you been working for the organization?**



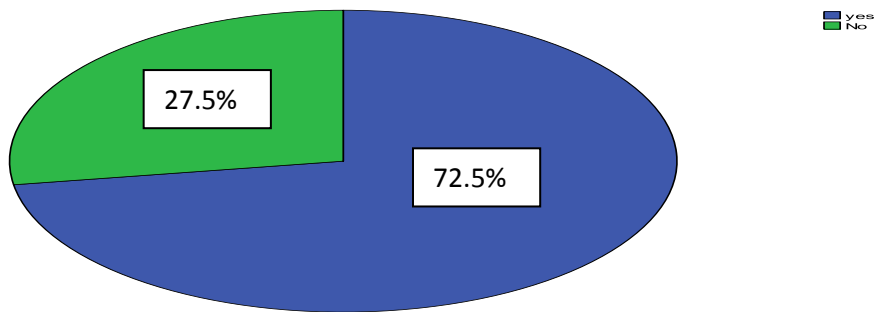
Results from the survey indicated that out of a sample of 40 respondents 19 of them, constituting 47.5% of the population of the survey, have been with the company for less than one year. Fifteen percent have been with Vodafone Ghana for between 1 and 5 years, 25% have been there for between 5 to 10 years and 12.5% have been working for the company for between 10 to 15 years.



**Ever received ethics training while working for  
Vodafone?**

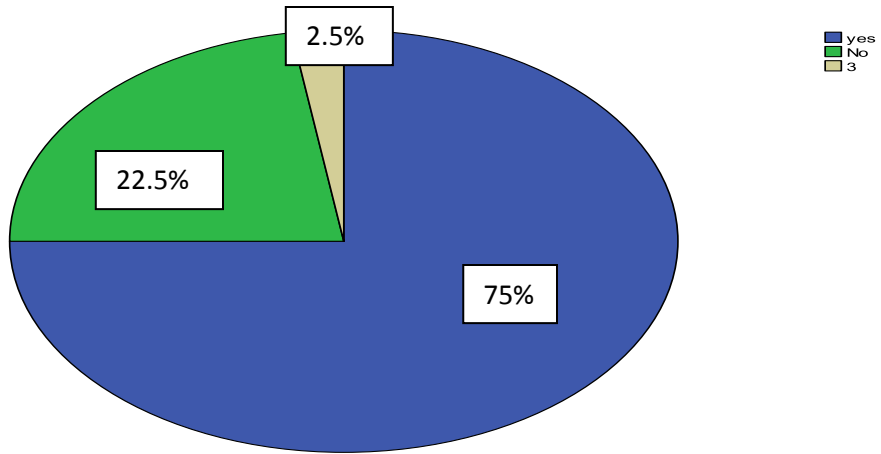
		Frequency	Percent
Valid	yes	29	72.5
	No	11	27.5
	Total	40	100.0

**Ever received ethics training while working for Vodafone?**



Out of a total of 40 respondents, 72.5% that is 29 of them had gone through some sort of ethics training while working for the company. Twenty seven point five percent indicated they have not received any sort of ethics training so far in the organization, but were willing and open to ethics training because they believe in its importance. It is also important to note that most of the 27.5 % who did not received ethics training also indicated that they have been with the company for less than a year.

where you able to achieve performance target after ethics training



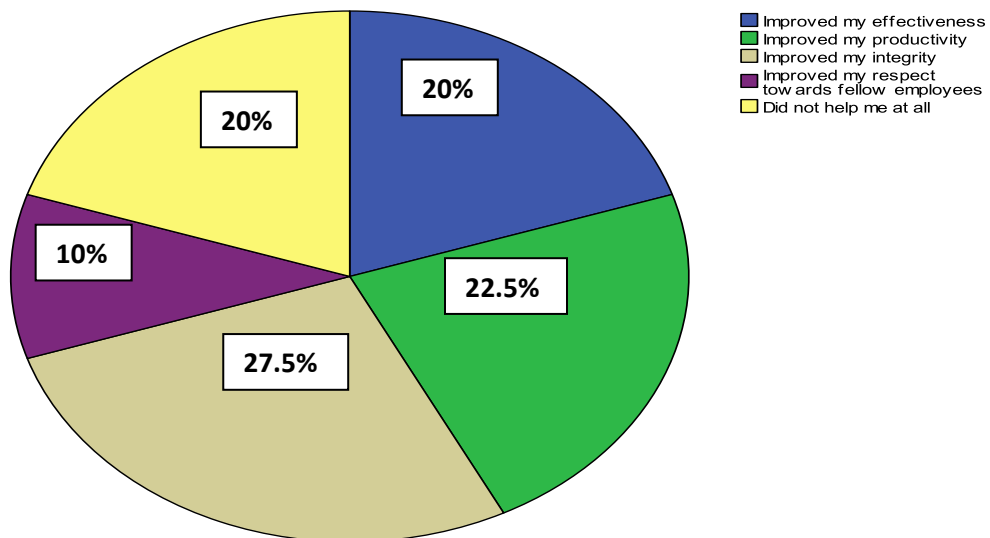
Out of a total who received ethics training, 75% were able to achieve their performance target after undergoing ethics training. Twenty two point five percent indicated they did not achieve their targets and 2.5% indicated they were not sure the achievement was due to ethics training. This is very encouraging because it shows that perhaps, ethics training can make a big difference in the performance levels of the employees.

## 4.5 Monitoring Ethics Training Impact On Employees Performance

How has ethics training helped you in your work?

	Frequency	Percent
Improved my effectiveness	8	20.0
Improved my productivity	9	22.5
Improved my integrity	11	27.5
Improved my respect towards fellow employees	4	10.0
Did not help me at all	8	20.0
Total	40	100.0

How has ethics training helped you in your work?



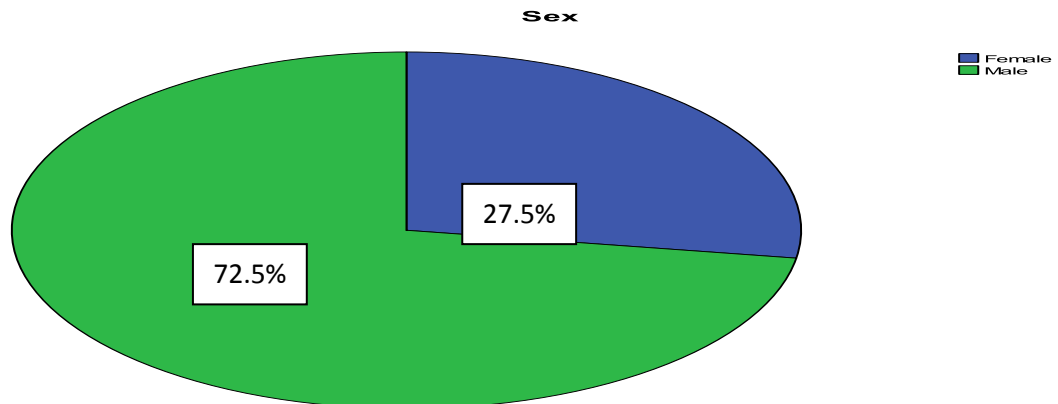
Employees were able through the questionnaires to identify specific ways in which they believed ethics training had helped them become better workers

and improve their performance. Effectiveness, productivity, integrity and respect were the areas identified by the employees.

Twenty percent of them indicated that ethics training had improved their effectiveness at work, 22.5% indicated that their productivity level improved after undergoing ethics training. 27.5% chose integrity as the area where they felt improved, 10% believed they were more respectful towards their fellow employees while 20% suggested ethics training did not help them at all. Again these results are very encouraging because they are indicators that ethics training can play a big role in transforming the workers into better employees and this will have a direct positive impact in their performance.

**GENDER**

		Frequency	Percent
Valid	Female	11	27.5
	Male	29	72.5
	Total	40	100.0

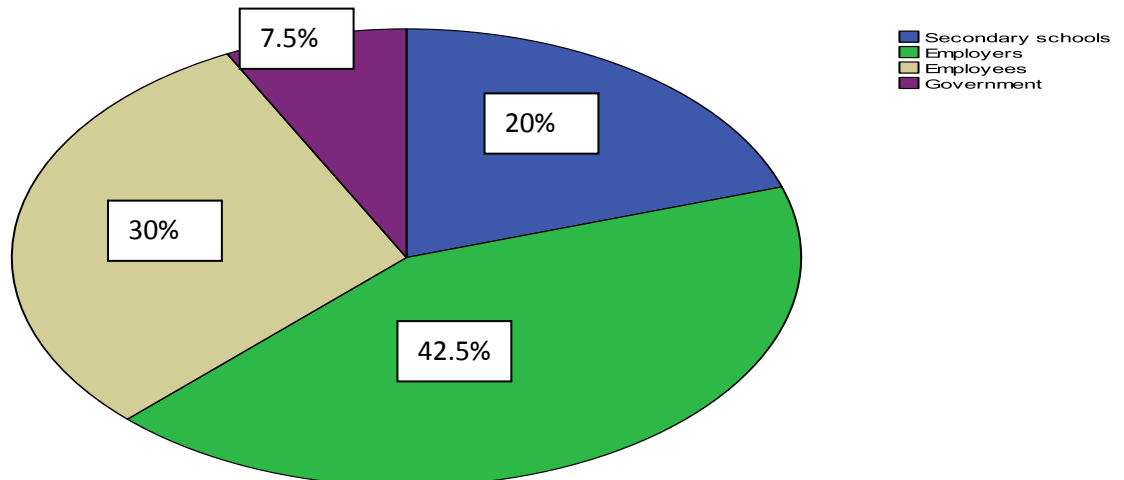


Out of a total of 40 respondents 72.5% were male and 27.5% were female. Interestingly, out of the 27.5% of female respondents, almost half of them were only willing to undergo ethics training if it was compulsory or they got an extra payment for it. On the other hand, the majority of male respondents were willing to spare their time to undergo ethics training and clearly indicated they understood the importance.

**Who should be concerned with ethics training?**

		Frequency	Percent
Valid	Secondary schools	8	20.0
	Employers	17	42.5
	Employees	12	30.0
	Government	3	7.5
	Total	40	100.0

**Who should be concerned with ethics training?**

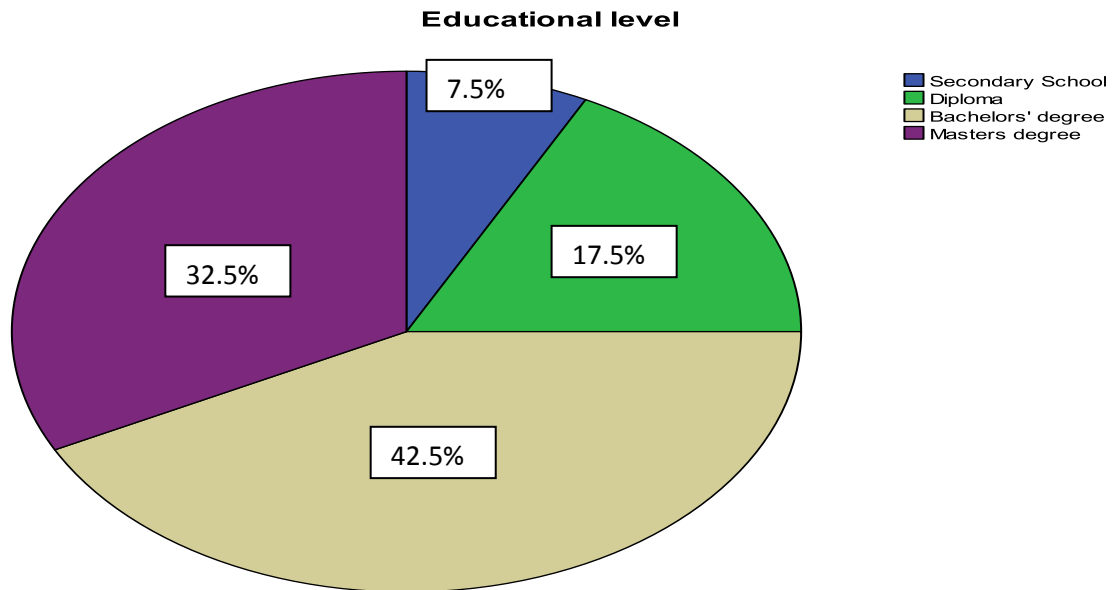


Forty two point five percent of employees indicated that they felt employers should be more concerned and take the lead on ethics training.

Thirty percent believed it was up to employees themselves to make sure they were well trained on ethics, 20% stated that it was up to the leaders in the secondary schools to train students on ethics before they actually become employees. Finally the rest, 7.5%, indicated it was the role of government to make sure ethics training is given respect and the importance that it deserves. This is very interesting because less than 50% percent believed it was up to the employers to make sure employees understood ethics. This is an indication that employees are concerned with the development of ethics and will not leave it only in the hands of the companies but also believe other players must come in to help improve the standards of ethics training within the country.

**Educational level**

		<b>Frequency</b>	<b>Percent</b>
Valid	Secondary School	3	7.5
	Diploma	7	17.5
	Bachelors' degree	17	42.5
	Masters degree	13	32.5
	Total	40	100.0



Forty two point five percent of employees have a Bachelors' degree, 32.5% have a Masters degree, 17.5% are Diploma holders, and just 7.5% have secondary school education level. This shows that employees at Vodafone are highly educated and hence are in a position to understand better the concept of ethics training and implement it to their work. This is important because it enhances their chances of translating what they learn from ethics training programs to their daily work.

#### **4.6 Implications Of Ethics Training**

Ethics training has deep implications on an employee's performance. Some people still do not understand the importance of the topic of ethics training and as a result they fail to give the topic the respect that it deserves.

Results obtained during the compilation of this reports suggested that people are beginning to understand the importance of ethics training at work. Majority of the employees who received ethics training stated clearly that they felt transformed after training was completed, and they work became easier to understand and carry out as a result of the implementation of the training. They discover that as workers, if they are appropriately trained in principles such honesty, integrity, loyalty and respect, they can improve their performance and productivity and become not only better employees but better members of society as well. Ethics training is a topic that crosses along many fields, not only the field of business but in society as a whole and in everything that we do as human beings. Every act, every decision we take on the course of our work or our private life can be monitor and directed by the concept of ethics.

Companies are beginning to wake up and realise they need to join the world and upgrade the levels of ethics standards within their business entities to be able to compete with international corporations. With the implementation of a business code of ethics or a company policy based on ethics, employees are aware of how they must act and behave while performing their duties and making decisions. When they understand the concept, they become enlightened and develop an understanding that can only lead to a major increase in their performance level. This means they put in their best at work and act not in the pursuit of the final end, which is the achievement of their targets. Like the theory of the Utilitarian Approach will suggest (*the end justifies the means*), but in the appropriate way that will bring about the



desired effects while upholding the guiding principles provided to them by ethics training as the *Deontological Approach* of Immanuel Kant professes.

Results derived from information gathered throughout this report indicates that although there is still a long way to go in the country where ethics training is concerned, people are becoming more and more aware of its importance of improving employees productivity and increasing profit making. In today's world ethics is becoming an integral part of business and countries need to do more in order to upgrade the current level of ethics in the world.

## **CHAPTER 5: CONCLUSION AND RECOMMENDATIONS**

### **5.1 Conclusion**

Ethics has always been regarded as a controversial topic. Controversial because many people don't understand its importance and value to business success. They will rather not talk about it and try and sweep it under the carpet to cover up for many irregularities that they commit in the day to day running of their businesses. Indeed, this has very much being the case in many countries until now. It is true, as many renowned scholars and researchers have suggested in the past, that the concept of ethics training is still very much undermined in Africa and in Ghana in particular.

Kwame Safro, Sam Mensah and Kwame Aboagye are just a few among many renowned Ghanaian scholars who have conducted research on the topic of ethics training and behavior. They have all gone on to suggest in their work that the concept of ethics training is practically non-existent in the Ghanaian business culture. Data gathered and research conducted in this study suggests otherwise.

Employees at Vodafone have realized the importance of the application of ethics in the business concepts. Companies such Vodafone Ghana Limited have gone the extra mile and provided their employees intensive ethical training to their employees and as a result are now beginning to reap the benefits of ethics training.

Although this research is not very extensive, and only uses one company as a case study, there is enough to suggest similarities with other organizations, in terms of company's target and employees' performance level, not only in the same industry of communication, but all across the country. With the expansion of business and the friendly environment in the country more and more foreign investors are coming into the country and will bring higher ethical standards which is beneficial to everybody in the Ghanaian business context.

Vodafone Ghana Limited is an example of the transformation going on in Ghana in the field of ethics training. The company is a global multinational corporation with branches all over the world and its high ethical standards are being translated to many thousands of their employees.

Businesses are after results and high productivity and those such as Vodafone Ghana Limited that give ethics training a big chance are realizing the positive impact on the performance of their employees.

Thanks to ethics training employees at Vodafone, improved tremendously in different aspects of their work. Areas such as integrity, customer care, productivity, respect and effectiveness are just a few which serve as indicators of employees' performance after appropriate ethics training. These improvements in performance levels are translated directly onto the profitability of the organization and the enhancement of the company's brand-name and reputation. On the whole, even though there is still a lot of work to be done to improve the standard of ethics training in the country,

work has already started and major improvements are already being noted in the Ghanaian business context.

## **5.2 Recommendations**

There is a need to continue a process that has already started, a process which aims at the development of ethics. A lot of work needs to be done, and more research studies are needed to help provide more solutions and ways out to the problem of not having enough ethics training in the country. It is important that ethics training is not viewed as a problem that only companies and employers ought to be concerned with but it must be viewed as a general issue that cuts across all fields.

The government and other players such as the schools and the universities need to be more involved in order to create more awareness of the importance of the concept. If people understand the value of ethics training before they are employed by a company it becomes easier for them to adapt to a good system, free of corruption and un-ethical behavior. More emphasis should be placed in the education of children from the primary and secondary schools. If students at a tender age understand the importance and the meaning of ethics, it will be easier for them to incorporate ethical values in their work when they are employed.

Also, the country's law makers, parliament, and the industry regulators, need to create tougher rules and regulations and impose heavy measures on those individuals and companies that bring the concept of ethics training into disrepute by performing illegal and un-ethical behavior.

These heavy measures and penalties, will serve as an example and encourage companies and individuals to take ethics training seriously.

On the other hand, companies need to make it compulsory for all their employees to undergo ethics training. This could be implemented even as a way of introduction to the company when new workers are employed such as Vodafone Ghana is currently doing. This way, the first contact the employee has with the company is a seminar of ethics training this help them ease themselves into the company, solidify with the ethics culture and understand better what it is that is expected from them.

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# **APPENDIX A**

## **ABOUT VODAFONE**

### **COMPANY PROFILE**

Vodafone Group Plc is the world's leading mobile telecommunications company, with a significant presence in Europe, the Middle East, Africa, Asia Pacific and the United States through the Company's subsidiary undertakings, joint ventures, associated undertakings and investments. Vodafone was formed in 1984 as a subsidiary of Racal Electronics Plc. Then known as Racal Telecom Limited, approximately 20% of the company's capital was offered to the public in October 1988. It was fully demerged from Racal Electronics Plc and became an independent company in September 1991, at which time it changed its name to Vodafone Group Plc.

Following its merger with AirTouch Communications, Inc. ('AirTouch'), the company changed its name to Vodafone AirTouch Plc on 29 June 1999 and, following approval by the shareholders in General Meeting, reverted to its former name, Vodafone Group Plc, on 28 July 2000. The company has about 333 million customers as at 31 December 2009. The Company had a total market capitalization of approximately £71.2 billion at 12 November 2009 ([www.vodafone.gh.com](http://www.vodafone.gh.com), 2009).

## **ABOUT VODAFONE GHANA LIMITED**

Vodafone in Ghana is one of the latest additions to Vodafone Group Plc, the world's leading mobile telecommunications company. This follows the successful acquisition of 70% shares in Ghana Telecommunications Company (GT) for \$900 million dollars by Vodafone International Plc on July 23, 2008.

Previous to the acquisition in 2008 the company was owned by the government of Ghana and known as Ghana Telecommunications Company.

*Vision of the company:* "To be the communication leader in an increasingly connected world".

### ***Company's Enduring Goals;***

4. Build the best global Vodafone team.
5. Provide superior shareholders returns.
6. Be a responsible business.

### ***Company's Business Strategy goals;***

5. Drive operational performance.
6. Pursue growth opportunities in total communications.
7. Execute in emerging market
8. Strengthen capital discipline.

### ***Business principles;***

3. Integrity (employee's conduct)
4. Ethical behavior at all time.



## **APPENDIX B**

### **QUESTIONS FOR INTERVIEW**

(The following questions are intended for a representative of the Human Resource Department of Vodafone any official who is in charge of training and development and who works close with employees of Vodafone Ghana Ltd.)

1. How long have you worked in this company as an \_\_\_\_\_
2. Approximately how many employees and branches does your company have?
3. What comes to your mind when you hear the word "ethics?"
4. Do you provide ethics training?
5. Is there any general policy on ethics in the industry in which your organization operates?
6. What is the meaning of the "Vodafone way"?
7. What is your company's official stance/position on ethics training and implementation in the workplace?
8. Does your company have any documented code of conduct or policy statement that has to be followed strictly by the employees?
  - a. Can you tell me about it?
9. Is the code of conduct or policy statement applied throughout the organization, or are there departments or high ranking personnel who don't have to comply with this code of conduct?
10. What are some of the measures in terms of ethics training that your company has taken to ensure its employees are appropriately trained in ethics?
  - a. Do you organize in-house training or are your employees trained outside the organization?
11. How would you measure whether performance has improved after training your employees on ethics?
12. Has ethics training benefited your organization in terms of profitability?

13.How would you relate Corporate Social Responsibility to Ethics in general?

14.Do you believe ethics is currently a topic that is being given due respect by Ghanaian corporations?

My name is Abelardo Chele Lopez, a final year business administration of Ashesi University College. My thesis topic is "Ethics Training in Ghanaian corporations". The questions provided below would help find out whether the issue of ethics training is taken seriously by the Ghanaian corporations and whether it has any direct impact to the organization's performance. Any information provided below would be treated confidentially.

1. How long have you been working for the organization?
  - Less than one year
  - Between 1 to 5 years
  - Between 5 to 10 years
  - Between 10 to 15 years
  - 15 years and above
2. Do you know anything about ethics training in general?
  - Yes
  - No
  - I've heard of it somewhere
3. Is ethics training important for your work?
  - No, I don't think so
  - Yes
  - I am not sure
4. Have you received any form of ethics training while working for this corporation?
  - Yes
  - No

(If yes please answer question 5. If no, move directly to question 6)
5. How have this ethics training helped you in your work?  
(Select as many options as you want)
  - Improved my effectiveness
  - Improved my productivity
  - Improved my integrity
  - Improved my respect towards fellow employees
  - Improved my respect towards my superiors and subordinates.
  - Did not help me at all
6. Which of the following do you believe should be primarily concerned with ethics training? (Please select a maximum of 2 options)
  - Secondary Schools
  - Employers
  - Employees

Government

Other (please specify)

.....  
.....

7. How important is ethics training for you.

- Very Important
  - Somehow important
  - Not important at all
- (Please state your personal opinion)

.....  
.....  
.....

8. Would you be willing to give up some of your time to be adequately trained on ethics?

- Yes
- Yes, but only if it is compulsory
- Yes, but only if I am paid for it
- No

9. Where you able to achieve your performance target after you received ethics training?

- Yes
- No

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**(A little bit about yourself)**

10. Age Range

- 18 – 24 years
- 25 – 30 years
- 31 – 45 years
- 45 and above

11. Educational level

- Secondary School
- Diploma
- Bachelors' degree
- Masters degree
- Doctorate Degree
- None of the above

12. Please state your sex

- Female
- Male

13. Please state your personal opinion on ethics training.

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*Thank you so much for filling this questionnaire.  
Your help is deeply appreciated.*

## APPENDIX C

Interview conducted with the **Employee relations officer** and **Reward and Recognition Consultant** Human Resource Department of **Vodafone Ghana Limited**.

**15. How long have you worked in this company as an Employees officer and Reward Recognition?**

*I have been with the company for 26 years from the time we were Ghana Telecom till now I started here very young but for the last past 5 years I have been in this position, in charge of rewards based on performance and merit and in close relation with employees.*

**16. Approximately how many employees and branches does your company have?**

*We are represented in all 10 regions in Ghana at the moment that is all I can tell you.*

**17. What comes to your mind when you hear the word "ethics?"**

*Generally speaking ethics to me is all about doing the right thing, being morally upright in all the decisions that one takes both as an employee of a company or as a person. As a human being your must always ensure that you do onto others what you want others to do onto you.*

**18. Do you provide ethics training as a corporation?**

*Yes we do, we have a global standard setup to pursue in terms of ethics and we make sure our employees understand the importance of ethics training and the benefits and consequences that may derived from it. At Vodafone is a very important topic for us, we take it very seriously.*

*We have a continuous in-house ethics training process that goes on; we coach people on ethics standard and how they should behave and come together as one community and appreciate the Vodafone culture. But I must say since we've become Vodafone much more emphasis has been placed on ethics as compare to when we were Ghana Telecom owned by the government. At that time, people were promoted and appointed on the bases of family relations and favors.*

*Now employees are promoted based primarily on performance and ethics training plays an important role in performance.*

**19. Is there any general policy on ethics in the industry in which your organization operates?**

*Yes there is, not only in the communication industry but it goes across. In any type of business that you conduct you must ensure you behave ethically, paying your taxes at the right time, not cheating with your accounting books by understating profit, hiring and firing on merit, giving back to the community where you are operating....these are some of the examples of why a general policy on ethics is so important.*

**20. What is your company's official stance/position on ethics training and implementation in the workplace?**

*Is prerequisite for us, we take it very seriously, in Vodafone we understand the importance and benefits of ethics and we believe in it.*

**21. Does your company have any documented code of conduct or policy statement that has to be followed strictly by the employees?**

Yes we do.

**a. Can you tell me about it?**

*It is called the "Vodafone Ethics principle" and it contains all the regulations of the company and the strict procedures to be followed by the members of the company. Conflict of interest which has to do with promotion and awarding of rewards and gratifications is an example. You just cannot act anyhow you want as an employee you must follow the code of conduct.*

**22. Is the code of conduct or policy statement applied throughout the organization, or are there departments or high ranking personnel who don't have to comply with this code of conduct?**

*It is applied throughout our entire organization, nobody is above it we all respect it and we are all bound to it from the security men at the front gate to the managers of the firm.*

**23. What are some of the measures in terms of ethics training that your company has taken to ensure its employees are appropriately trained in ethics?**

*They are so many ways in which we ensure employees are appropriately trained in ethics as I have already said is a continuous process we don't wait for a long time to pass before we train our employees but we rather train them on continuous bases.*

**b. Do you organize in-house training or are your employees trained outside the organization?**

*We have both internal and external training, internally experts on the matter appointed and selected by our department come and organize internal seminars for employees and make them understand the "Vodafone culture" in which ethics constitute a major pillar. Sometimes employees who are already trained and have experience on the field are selected to advice and train other fellow employees. Externally some of our employees attend seminars outside the organizations and even outside the country to pursue courses related to ethics and to get exposed to discipline. Since we became Vodafone Ghana limited we have transfer some of our Ghanaians employees to other branches of the company in other countries in Europe where the whole concept on ethics training is more developed, when they get there they gain exposure and when they come back they translate this onto other fellow employees and onto their work. Others are sponsored to go abroad and further their education and cement their ethics understanding. Personal development is also encouraged where by employees are advised to read on the topic and educate themselves.*

**24. How would you measure whether performance has improved after training your employees on ethics?**

*We look at profitability, another variables that help us determine whether performance of employees have improved are the number of complains we receive from our customers and subscribers, the number of disciplinary cases that we have to face every period and the feedback from the supervisors and departmental heads on the performance of the employees it is known as performance appraisal.*

**25. Has ethics training benefited your organization in terms of profitability?**

*Oh Yes it has. I am not going to go into details because that may be considered confidential information but I will say as a company we*



*have improved tremendously in terms of the quality of our labor with ethics training playing a very important role and that is positively being transmitted in terms of profit.*

**26. How would you relate Corporate Social Responsibility to Ethics in general?**

*It is important for companies such as us to give back to the community, you realize that company get some much from the communities in which they are operating in terms of raw material, labor and so many thing so it important to do the right thing and recognize that and give to the community what they deserve.*

**27. Do you believe ethics is currently a topic that is being given due respect by Ghanaian corporations?**

*No, I honestly don't think. Most of the Ghanaian corporations are still operating in "traditional lines" which means they still do business the way it was done many years ago.*

*Because they insist on living in the past they don't really understand the benefits that can be derived from ethics training, I can even say some of them see ethics training as a standing block where business is concerned.*

*Furthermore the government is not doing enough to enhance the concept of ethics in Ghana, just look at our leaders and the way they act and behave, the cars they drive and how corrupt some of them are and you begin to understand what I am talking about.*

*All this have a negative influence in the people who conduct business and work in Ghana because they will think "if our leaders don't act ethically why should we?". So you see, the whole thing keeps going round and we are all affected, but I must add that the situation is improving and with much more work someday we will get there.*

**Thank you so much for your time and your help I sincerely appreciate it.**

*Is a pleasure, all the best and good luck with your project.*