

# **WORKPLACE ETHICS AND TEAM ORIENTATION AMONG EMPLOYEES IN MARITIME FIRMS IN LAGOS AND RIVERS STATES, NIGERIA**

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## *Abstract*

*This study examines the relationship between workplace ethics and team orientation among employees in maritime firms in Lagos and Rivers states, Nigeria. Three research questions and hypotheses were proposed to test the hypothesised relationship between workplace ethics and team orientation. The quantitative research data was generated with the aid of a five point likert scale questionnaire distributed to 278 which is the sample size derived from a population of 963 employees using Krejice and Morgan's table of sample size determination. On the reliability of the study variables, they all met the Cronbach Alpha of 0.7 and above. The validity of the instruments was also influenced by experts in the field of study. The statistical package for social sciences (SPSS VERSION 21) and the Spearman correlation was utilized to test all three hypothetical statements. The results of the study reveal that dimensions of the predictor variable have relationship with the criterion variable. The study concludes that integrity, objectivity and civility, team orientation subsist in the maritime organizations in Lagos and Rivers states, Nigeria. The study recommends that maritime firms should ensure the institutionalization of ethical values and norms in order to improve team orientation among employees in maritime organizations in Lagos and Rivers states, Nigeria. Keywords: Workplace Ethics, Team Orientation, Integrity, Civility, Objectivity*

## **Introduction**

In the wake of current corporate failures, the examination of ethical behaviour in business has come to the fore of corporate executives and scholars (Lovisiky, et al, 2007, McCabe et al, 2006). Interest in ethics is emergent across the spectrum of academic literature from multidisciplinary spheres. Ethics or personal value is a cardinal issue in contemporary workplaces. It is therefore imperative for employers and employees alike to conform consistently with high standard of conduct so that organizations can prosper (Lowry, 2003). The keen interest in ethics spans the spectrum of academic, industrial, political and other spheres of

human endeavour. This broad based interest is anchored upon a management philosophy which demands that organization players comport themselves with integrity. It is imperative to state that ethics is only meaningful in relation to other employees (Jones, 2003). This implies that ethics in organization can be expounded only as it concerns the interactions of employees in workplaces.

Workplace ethics refers to conformity to established and accepted standards of conduct set by an organization. This implies performing the work of an organization in accordance with the ethical standards

of such firm. Workplace ethics is dynamic. It changes with diversities in workplaces, generational differentials and cultural dynamics (Kimber and Lipton, 2006). This purports that in one organization what may be ethical in the past ten years may not be acceptable contemporarily. This connotes the varying nature of ethics even in the same organization. A behaviour that is accepted to be ethical in one organization may be adjudged unethical in many other firms. It has been considered that for organizational ethics to be achieved and sustained, there should be an encouragement of the development of moral strength in the workplace. This transcends a reinvention of programs, policies and penalties (Verschoor, 2004). This contributes in the development of capacity of the organization and to teach virtue excellence among organizational members. It will equally entail carrying out their daily tasks with professional morale and courage (Sekerka, Bagzzi and Charnigo, 2009).

Workplace ethics are codes of conduct that shape the development of an ethical working environment (Sekerka and Zolin, 2005). It is equally pertinent to state that workplace ethics is shaped by dual factors. Primarily, it means that workplace policy must align with all the laws and regulations that are presently operational in the area where the business operates. This is intended to obviate a clash between the prevailing laws in a state or country and the ethical working policy put in place by an organization. The implication of the conflict between the laws in a country and an organization is that such ethics will be deemed illegal by the authorities outside the business organization. The second wing of the factors that shape workplace policy is fairness to all without discrimination among workers in an organization. Workplace ethics are also influenced by prevailing business ethics in a particular sphere of business (Grant, 2002).

Team orientation is a form of involvement, industrial democracy, organizational communication, co-determination and employee participation and is a process of informing and orientating the workers with reference to decision-making processes and improvement in activities appropriate to their levels in the organization. This implies that team orientation enables workers or employees to take part in decision making in their various organizations. This is intended to bring about more commitment on the employees since they are integral part of decision making process in the organization.

It entails the process of empowering employees to participate in managerial decision making and enhancement in operational activities that are requisite to the various echelons of an organization (Apostolou, 2000). Demonstration of the value that management places on their employees, sharing of leadership vision, goal and direction and reposing trust on employees are integral part of team orientation; other elements such as information sharing for decision making, delegation of authority and regular provision of feedback are also expedient for successful team orientation.

Previous scholarly works (Yang, and Konrade 2011), have revealed that team orientation is a tool which a manager can utilize in making employees to be more committed to their responsibilities in an organization. This is because they are part and parcel of decision making in the organization. A study (Amah and Ahiauzu, 2013) on team orientation and organizational effectiveness also reveal that team orientation creates a sense of ownership and responsibility which has a concomitant effect of increase in profitability, productivity and market share. Another empirical contribution to this aspect of knowledge also reveals that team orientation leads to trust in management of an organization by the employees (Morgan and Zeffane, 2004).

This imports that information sharing, exchange of ideas and eventual decisions by management and employees will lead to employees reposing their confidence in the management of their organizations. A scholarly work on diversity and organizational innovation also reveal that employee involvement brings about creativity and innovation. This is due to the wider variety of information and knowledge resources available (Yang, and Konrade 2011, Appelbaum, Bailey, Berg and Kalleberg, 2000).

Team orientation supports stronger economic performance for organizations (Black and Lynch 2001, Ichniowski and Shaw 2003). It also aids in granting decision making authority to employees. By this decision making configuration, the organizations gain specific knowledge held by the workers and adjust themselves more dynamically to turbulent market configurations (Mookherjee 2006). It is the contributory role which workplace ethics plays in team orientation that this research intends to investigate. From the foregoing, it is evident that although there are scholarly works on team orientation, concerted efforts made to locate work on this area of the study (workplace ethics and team orientation) proved abortive. It is the paucity of research investigations on the role which workplace ethics plays in team orientation practices that constitutes the gap in literature. This gap in literature is what triggers this research and which we intend to fill.

## **Review of Extant Literature**

### **Workplace Ethics**

Workplace ethics is the application of moral principles and standards of behaviour or set of values regarding proper conduct in the workplace as individuals and in a group setting (Muhramam and Benson, 2001). It is these moral principles that guide the conduct of employees while working in an organization. It is pertinent to state that workplace ethics guide the employees in the degree to which they become committed to the attainment of organizational goals. In other words, workplace ethics entails conformity with accepted and especially professional standards of conduct. Ethics or a personal value is a critical issue in contemporary organizations.

For a company to prosper, it is pertinent for employers and employees to conform to acceptable standard of work. Ethics is the study of what is good and bad, right and wrong, and just and unjust. Acting with concern for others makes behaviour ethical, since ethics is only meaningful in relation to other people (Jones, 2003). Put differently, behaviour or action on its own cannot be ethical. It is when such action relates to another person in an organization that it becomes ethical.

A whole gamut of research works in ethics has its roots in the examination of the trio of ethical theory namely; egoism (self-interest) utilitarianism (group interest) and deontology

(personal morality) (Perryer and Scott-Ladd, 2014). The utilitarian approach is anchored on the social implications or effects of an action; self-interest has its basis in individual rights, while the deontology approach considers balancing the needs of various parties in order to ensure fair and moral responses (Premeaux, 2009). This informs the individual's approach or philosophical stance. Organizational ethics have appreciated the need to encourage the development of moral strength in the work place and this will entail more than reinvention of programmes, policies and penalties (Verschoor, 2004). Some suggest that we ought to investigate behaviour shift, soliciting for a revolution of character and a reintroduction of personal conscience, responsibility and values (Gates, 2004). It is argued that for organizational or workplace ethics to be effective, a value based approach must be institutionalized in juxtaposition with classic compliance based initiatives<sup>1</sup> (Stansbury and Barry, 2006).

The penchant on ethics spans the whole spectrum of disciplines. In organizational behaviour, the interest in unethical behaviour is reflected in research investigations on topics such as abusive supervision {Tepper, et al., 2006}, Theft, (Greenburg, 2002), Incivility (Pearson et al., 2001). In industrial organizational psychology and human resource management interest in issues such as integrity (Deckop, 2006), unsafe working conditions (Ariss, 2003) and drug testing (Greenwood, Holland and Chrong, 2006) have added virtues to the study of ethics in organizations. From the social psychology perspective, scholars have linked domain in specific concerns to issues of moral ideology and unethical behaviours. The cord that binds these multidisciplinary fields is the quest to understand, prevent, or mitigate consequences of unethical and socially irresponsible activities particularly within the work setting (Giacaione and Promisio, 2010). It is evident therefore that the concept of ethics is all pervading in disciplines, scope and applications.

The effects of unethical work behaviour on individual wellbeing have also been shown across a wide-ranging spectrum of unethical behaviour (Giacaione and Promisio, 2010). These are made manifest in three types of actions: bullying, abuse, discrimination and injustice. The un-tenuous link between unethical activity and wellbeing can be seen in the study of workplace bullying by supervisors (abusive supervision) (Tepper, 2000, Tepper et al., 2006 and co-workers (Hough and Dofradottir, 2001). Bullying means threatening or humiliating behaviour towards another individual. Bullying is a spirit crushing experience that creates a spiral of lowered self-esteem, demoralization and consequently, resignation (Namie, 2004, Vega and Corner, 2005). The effect of bullying on workers includes depression (Mikkelsen and Einarsen, 2001), job-induced stress (Agervold and Mikkelsen 2004), low self-esteem, and insomnia. Another unethical behaviour, discrimination has been found to have antithetical effect on the physical and psychological wellbeing (Landrine et al., 2006, Meyer, 2003). Discrimination is conceptualized as impacting wellbeing either as a result of individual level behaviour which can be in the form of biased personnel decisions or corporate decisions.

The third aspect of unethical behaviour on wellbeing is organizational injustice. The research on this dimension of unethical behaviour indicates that the wear and tear of repeated events of procedural, distributive and interactional justices may trigger stress responses that are linked with increase in morbidity and mortality (Jackson et al., 2006). The effects are also linked with Coronary heart disease (Kivimaki et al, 2005), sickness related absences (Elovainio et al, 2002) sleep disorders (Elovainio et al, 2003) and negative psychological well-being (Tepper,

2001), Scholarly works indicate that the whole gamut of human resource experts is saddled with the ample responsibilities of executing ethics initiatives in organizations.

They equally contend that the institutionalization of ethics in organizations will assist in countering unethical behaviours, enhance the organization's reputation and will assist in stimulating fascination and retention of talents (Foote and Ruona, 2008). This is imperative as the institutionalization of ethics in organizations will instil standard of work practices that will promote the productivity of the firms and enhance their reputation. This has a concomitant implication of attracting reputable persons outside to desire to join such organizations.

It is further asserted that the institutionalization of ethics will be evident in daily practices and anchored in organizational culture in order to sustain business organizations, (Koonmee, Singhpakdi, Virakul, Lee, 2010). The ethical practices will then be integrated into the norms of the organizations and will culminate into organizational culture. It is asserted that the institutionalization of ethics in organizations has dual dimensions of quality work life (QWL) which has positive impacts on three employee job related outcomes: job satisfaction, organizational commitment and team spirit (Kucharcikova, 2011).

This underscores the essence of instituting ethics in workplaces. It is therefore imperative that managers ensure that ethics is institutionalized in their respective organizations. It is expedient to state that in institutionalizing ethics, managers should emulate the ethical practices of other organizations as what is ethical in one organization may not be ethical in other organizations. It has been established through a study that there is a link between ethics and employees. Research indicates that a firm's internal context will aid or hurt key employee attitude and behaviour. This will include employee commitment and citizenship which are deemed to be crucial to a firm's entire success (Weaver, 2004).

This tenet of ethics in organizations is therefore cardinal to the existence of organizations. The dimensions of workplace ethics are trustworthiness, integrity, objectivity and citizenship. Trustworthiness is the attribute that the person being trusted is worthy of being trusted. Trustworthiness is a dimension of workplace ethics. Integrity is a dimension of workplace ethics (Simons, Friedman, Liu and Mclean Parks, 2007). Objectivity is also a dimension of workplace ethics. Civility is equally a dimension of workplace ethics (Meterko, Osatake Mohr, Warren and Dynenforth, 2007); these dimensions of the predictor variable are discussed below.

### **Integrity**

Integrity plays a crucial role in employee pattern of alignment, sound moral, ethical principles and organizational productivity (Cleary, Walter and Horsfall and Jackson, 2013). It has been contended that integrating values of integrity into the day -to- day operation of firms will enhance employees' ethical behaviour. This will aid in eschewing lapses as organizations strive to harness into the human instinct for thoughts/ actions as well as enhance productivity (Bergman, 2006). The issue of integrity has been drawing the attention of researchers in management and allied disciplines. Leaders' integrity is very critical to organizational effectiveness and growth (Davis And Rothsten, 2006, Palanski And Yammarino, 2009).

Our focus is on the behavioural integrity (BI). Behavioural integrity is the perceived pattern of alignment between the actor's words and deeds (Simons, 2002). This indicates how a manager in organizations hold tenaciously to what they believe is true irrespective of social,

political or religious pressures (Kainnan- Narasimhan, 2012). Integrity refers to the perception that the trustee adheres to a set of principles that the trustor finds acceptable. Integrity of leaders- managers greatly affects organizational commitment, citizenship behaviours, performance and intent to quit (Davis and Rosthstein, 2006, Dimeen and Rothstein, 2006). Behavioural integrity is the extent to which employee perceives that their leaders-managers are accurately representing themselves and their values (Simons, 2007), This is very fundamental in making employees to trust their leaders and be committed to the attainment of organizational goals. It is therefore imperative that employees who should be an integral part of organizational decision making should possess integrity.

An integrity- based approach to ethical behaviour in organizations integrates the concern for law with emphasis on managerial reasonability (Paine, 1994).There abound a plethora of integrity strategies in various organizations. However, they are geared towards attaining the objective of inculcating defined company values, aspirations, ways of thinking, and approved approach in the discharge of the day to day functions of organizations. Each organization should therefore utilize the one appropriate to it in the bid to achieve organizational objectives. Scholarly works on the effects of workplace ethics on employees and organizations in Nigeria indicates that integrity cum discipline have negative impact on improved productivity level in the organizations studied. This was attributed to these virtues being abstract and only seen with time (Adeyeye,Adenyi, Osinbanjo andOludayo,2015).This assertion purports that integrity has negative impact on productivity in Nigerian organizations. We differ from this assertion because in many Nigerian financial institutions, tertiary institutions and plethora of others, integrity is a veritable virtue that enhances organizational productivity.

### **Objectivity**

Objectivity is the decision maker's sense of the personal fairness and invulnerability to bias. A sense of objectivity can enhance people's faith in the validity of decisions made in organizations (Pronin and Kugler, 2007). It is therefore a tool that will promote the cordiality between employees and managers in organizations. Cambridge Business English Dictionary (2015) defined objectivity as the quality of being able to make decision or judgment in a fair way that is not influenced by personal feelings or beliefs. Objectivity aids employees to perceive reality and pursue the attainment of ethical dilemmas in real terms (Verschoor, 2000). This purports that objectivity assists employees to attain reality instead of subjectivism. It is therefore expedient for managers to apply objectivism in the assessment of workplace ethics. Objectively viewing a situation or behaviour is fundamental to the comprehension of reality (Verschoor 2000).

Objectivity can be viewed as striving (as far as possible or practicable) to reduce or eliminate biases, prejudices or subjective evaluations by relying on verifiable data. Scholarly works on objectivity indicates positive counterproductive work behaviour(CWB) on organizational justice. The results are consistent with theoretical job stress framework in which organizational constraints, interpersonal conflict and perceived injustices are stressors (Fox Spector and Miles,2001). It is our opinion that objectivity will enhance productivity rather than be counter in our organizations. This concept of objectivity will aid in employee involvement in organizations.

## **Civility in the Workplace**

Decorum which seems to be eroding in society and basic etiquette is fast elapsing into oblivion (Ramsey, 2003). The employees of organizations are extractions from the wider society. The concomitant implication is the transfer of such ill-mannered conduct to organizations where they work. If organizations are allowed to subsist without the strict implementation of civility, the workplace will be another war front. The lack of this essential aspect of organizations will make the attainment of objectives of an organization for its stakeholders a mirage. It is on this premise that the researchers interest has risen on this aspect of organizational life. Civility is putting the civil in civilization. When basic etiquette is sparse on the job relationships, organizations work suffer and the entire organization falters (Cortina, and Magley, 2009).

Civility equally extricates a whole gamut of unnecessary interruptions and distractions and conserves energy for more productive pursuits. A workforce where there is respect concentrates its energy on the mission of the organization. (Gill and Sypher, 2009). This purports that civility in the workplace enables an organization to be focused on the essence of its existence. It is therefore expedient to empower employees with a high degree of civility in/among them. The organization will be in a state of recklessness and chaos if it is devoid of civility. The atmosphere in which workers operate is very fundamental to the success of an organization.

Previous research on workplace ethics has centred on incivility in organizations. Incivility is defined as low intensity deviant behaviour with ambiguous intent to harm the target. Civility is the demonstration of respect for fellow human beings. The civility with co-workers differs from supervisor workers civility; whereas civility with co-workers may involve friendship and on the job assistance, supervisor civility refers to praise and guidance emanating from the supervisor towards the workers. The scholarly work of Day and Oore (2011) indicates that work groups can enhance the quality of their relationships and strive to endure co-worker incivility. This is because improper handling of in-civil relations will be inimical to the operations and the attainment of organizational goals. Anything to the contrary will make the attainment of organizational goal a mirage.

## **Team Orientation**

Team is been defined as miniature group of interdependent employees who share responsibility for results and team-based structures play an enhancing vital role in organizations. This definition connotes collaborative efforts in the bid to attain organizational objectives. It is pertinent to state that the effort of employees in team situation is interdependent. Team work is defined as the co-operative and co-ordinated efforts on the part of a group of persons who work together as a team (Adeye, Adeniji, Osinbajjo and Oludayo, 2015). It is therefore to imperative state that the synergistic benefits of team work is enormous, hence it is always employed from time to time. A team is said to exist when efforts and skills are integrated with team work in the pursuit of common objectives. This is geared towards producing fundamental result for team members on one hand and the entirety of the organization on the other (Adeyeye, 2010).

It is vital to state that the presence of team work in organizations has led to co-ordinated and articulated work groups so as to harness the human capital in their

organizations. A team attempts to explore the synergy of the combination of individual strengths/skills with shared commitment to perform for the good of their organizations. It is a consensus in literature that teamwork promotes organizational adaptability and creates individual roles that are wider, more socially linked and more imperative for individuals (Illegan, Hollenbeck, Johnson and Jundit, 2005 and Matthieu, Maynard, Rapp and Gilson, 2008). Although teams exist, there are still diversities in them. It is incumbent on those teams to close their ranks and work towards the attainment of team goals which culminate into organizational goals.

Team Orientation is the process of working collaboratively with a group of people in order to achieve a goal. The synergistic benefit of working together is inestimable. Team orientation can only be feasible in the atmosphere of civility. The team can then attain set goals. If civility is integrated in capacity building it will go along to building civil, courteous and friendly teams that can achieve organizational goals. Executive satisfaction with decision making process is cardinal, and a major determinant of satisfaction in teamwork. This refers to the extent to which management perceive themselves as part of a team rather than as individualistic decision makers (Matthieu et. al, 2008).

A strong team orientation entails group members' perceptions that their interactions, communication styles, and levels of trust and participation all enhance working towards the attainment of group goals. The positive perception of the group member's participation in decision and trust reposed on its members assist in the attainment of group goals and concomitantly organizational goals. A strong team orientation can subsist conterminously of teams working consensually on decisions (Isabella and Waddock, 1994). The mindset of the members of a team will always be towards attaining team goals and eventually organizational goals. It is therefore imperative for members of a team to possess that perception of joint contributions in the attainment of group goals.

It is asserted that firm's diversification positively determines the degree of integration in the various departments which in turn impinges on the ideal composition of its corporate top management teams. The outcome however negates experienced and principally organic functions of organization among top team members even in their interdependent firms and it gives negative impact on high interdependent firms (Illegan, Hollenbeck, Johnson, Jundit, 2005). It is therefore expedient for organizations to determine the diversities of teams in organizations and work towards their integration.

Hence, based on the foregoing, we hypothesize that:

(H<sub>01</sub>). There is no significant relationship between integrity and team orientation among employees in maritime firms in Lagos and Rivers states

(H<sub>02</sub>). There is no significant relationship between objectivity and team orientation among employees in maritime firms in Lagos and Rivers states

(H<sub>03</sub>). There is no significant relationship between civility in the workplace and team orientation among maritime firms in Lagos and Rivers states

### **Methodology Research Design**

The study adopted a cross sectional survey design. This approach is considered appropriate because it aided the elicitation of primary data on particular problems and gives the researcher first-hand information on the subject studied. It presupposes that the

respondents will remember their past activities, evaluate their present operations and forecast future occurrences as they make necessary input in the study being conducted (Baridam, 2001).

### **Population and Sampling Procedure**

The population of this study consists of all employees in the maritime organizations located in Rivers and Lagos states. These are maritime firms listed in the corporate diaries of the Nigerian Shippers Council. A total of 4205 employees situated in 96 maritime firms in Port Harcourt and Lagos is our targeted population. The accessible population of the study is 963 employees obtained in twenty (20) firms and the sample size utilizing the Krejcie and Morgan's table of sample determination is 278. The selection of the companies was done using the number of companies that have 47 employees and above as benchmark. This implies that we administered structured questionnaires to twenty companies (20) and two hundred and seventy eight (278) employees in the selected maritime firms in Port Harcourt and Lagos, Nigeria (Sekaran 2003). Reliability values are as follows: integrity (0.849); objectivity (0.909); civility (0.915) and team orientation (0.869).

### **Result**

#### **Demographic Data**

##### **Gender:**

Data indicates that 142 representing 80% are male employees while 35 representing 20% are female employees in the maritime firms in the states covered by this study, also, 61 representing 67% are male employees while 30 representing 33% are female employees in the states covered by this study. The aggregate indicates that 203 representing 70% of employees are males while 65 representing 24% are females in the states covered by this study and within our sample size. Education:

Data indicates that Lagos state has the highest number of employees that have first degrees and are in the employment of the maritime companies studied. The highest is 70 representing 40% of the total respondents. In Port Harcourt on the other hand has the highest number of respondents that have Diplomas given that 25 are the highest representing 27% of the total respondents. In Lagos, 10 respondents representing 27% of the total respondents have First School Leaving Certificate, 20 representing 11% possess WASC/NECO, 24 representing 14% of the respondents possess diplomas, 71 representing 40% possess first degrees, 52 representing 29% possess higher degrees. In Port Harcourt on the other hand, 20 representing 7% possess first school leaving certificate, 35 representing 13% possess diplomas, 63 representing 24% possess higher degrees.

On the aggregate, the two states being studied indicate 20 representing 7% possess first school leaving certificate, 35 representing 13% possess WASC/NECO, 50 representing 19% possess WASC/NECO, 50 representing 24% possess Higher degrees. The purport of this analysis is that on the aggregate, 100 respondents which represents 37% possess first degree. This imports that in the majority of the maritime firms, the employees possess first degrees as their highest educational qualification. Age of Respondents:

The result indicates that majority of the respondents in the maritime industry are within the bracket of 25 to 35 years which has 35%. 45 representing 17% of the respondents indicates that 17% of the respondents fall in less than 24 years of age categorization, 80 representing 30% of the respondents fall between 36 to 49 years, 48 representing 18% of the respondents falling

under 50 and above years. In Lagos state, it is evident that 30 representing 17% of the respondents are those in the age bracket of less than 25 years, while 60 represents 34% of the respondents within the age of 25 to 35 years, 50 represents 21% of the respondents that fall within the age bracket of 36 and above years.

This indicates that majority of the employee respondents are of the age 25 to 35 years representing 34 % ( 60) of the respondents. In Port Harcourt however, 45 representing 17% of the respondents fall within the less than 25 years representing 35% of the respondents that are within the age of 36 to 49 years while 48 representing 13% of the respondents are within 50 and above years. This indicates that majority of the respondents in Port Harcourt are within the age of 25 to 39 years. This is indicated by 35 representing 38% of the respondents.

**Table 2: Descriptive statistics on study variables**

	N	Minimum	Maximum	Mean	Std. Deviation
Integrity	268	1.00	5.00	4.0840	.77860
Object	268	1.00	5.00	4.1604	.88801
Civility	268	1.00	5.00	4.0808	.83992
Team	268	1.00	5.00	4.1250	.84814
Valid N (listwise)	268				

Source: Data output, 2015

**Table 2: above illustrates the descriptive statistics for the study variables**



**Figure 1. Chart for summary statistics on workplace ethics above illustrates the histogram chart for the independent variable which is workplace ethics where mean score (x = 4.11) indicates strong agreement levels thereby supporting an affirmative stance by most of the respondent**

**Hypotheses Testing**

**Table 3. Hypotheses tests**

			Team	Integrity	Object	Civility
Spearman's rho	Team	Correlation Coefficient	1.000	.475 <sup>**</sup>	.639 <sup>**</sup>	.541 <sup>**</sup>
		Sig. (2-tailed)	.	.000	.000	.000
		N	268	268	268	268
	Integrity	Correlation Coefficient	.475 <sup>**</sup>	1.000	.489 <sup>**</sup>	.699 <sup>**</sup>
		Sig. (2-tailed)	.000	.	.000	.000
		N	268	268	268	268
	Object	Correlation Coefficient	.639 <sup>**</sup>	.489 <sup>**</sup>	1.000	.531 <sup>**</sup>
		Sig. (2-tailed)	.000	.000	.	.000
		N	268	268	268	268
	Civility	Correlation Coefficient	.541 <sup>**</sup>	.699 <sup>**</sup>	.531 <sup>**</sup>	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	268	268	268	268

Source: Data output, 2015

Hypothesis (H<sub>01</sub>): There is no significant relationship between integrity and team orientation among employees in maritime firms in Lagos and Rivers states.

The findings show significant relationship between integrity and team orientation in organizations where rho = .475; and p-value = 0.05 significance is at a 95% confidence interval; therefore we reject the null hypothesis based on the adopted criteria of p<0.05. There is a significant relationship between integrity and team orientation.

Hypothesis (H<sub>02</sub>): There is no significant relationship between objectivity and team orientation among employees in Lagos and Rivers states.

The findings show significant relationship between objectivity and team orientation in organizations where rho = .639; and p-value = 0.05 where significance is at a 95% confidence interval; therefore we reject the null hypothesis based on the adopted criteria of p<0,05. There is therefore a significant relationship between objectivity and team orientation.

Hypothesis (H<sub>0a</sub>): There is no significant relationship between civility and team orientation among employees in Maritime firms in Lagos and Rivers states

The findings show significant relationship between civility and team orientation in organizations where rho = .541; and p-value = 0.05 where significance is at a 95% confidence interval; therefore we reject the null hypothesis based on the adopted criteria of p<0.05. There is a significant relationship between civility and team orientation.

### Discussion and Conclusions Integrity and Team Orientation

The results of our findings show that integrity has a significant effect on team orientation in maritime organizations in Lagos and Rivers States, Nigeria, Empirical results (Rothsten, 2006, Palanski and Yammarino, 2009) indicate that integrity of employees as leaders at various levels of the organization leads to the attainment of goals in their various firms. Our findings also align with this view, it is the varied goals of organizations to get employees empowered, integrated into teams and enhance their capacities to perform at higher levels of the organizations. The integrity displayed by employees will aid managers to place employees in positions of decision making, integrating them into teams and enlisting them into capacity development of their organizations. Employees in maritime are aware that integrity is a sine

qua non in the discharge of their duties. This is considered pertinent because of the strategic position which maritime firms occupy in Lagos and Rivers States, Nigeria.

According to Kainnan-Narasirmham, Lawrence,(2012), Davis and Rothstein (2006), Dimeen and Rothstein (2006), the integrity which employees hold affect their commitment to their organizations, the behaviours in their organizations and intent to leave their organizations .This is in consonance with the findings of this study. The integrity which employees hold affects their integration into decision making mechanism of their organizations. It also determines their co-option into teams and development of the talents and skills by their organizations. It is therefore imperative that employees display manifest integrity in the discharge of their duties.

### **Objectivity and Team Orientation**

Our findings indicate that objectivity has a significant effect on employees', team orientation. Since objectivity encourages employees to have the personal sense of fairness and be invulnerable to bias in their dealings in the organizations, it is therefore veritable for organizations to desire to see this virtue in their employees. It promotes cordiality between employees and their subordinates and between employees and their managers in organizations (Pronin and Kugler, 2007). This assertion is buttressed by the social exchange theory which implies a give and take relationship between employees and managers. Verschoor, (2009) explained that objectively viewing situation will aid employees in understanding reality and dealing with same.

This is in consonance with Fox, Spector and Miles(2001) which show that organizational injustice is a stressor and counter-productive. This imports that when employees view decisions of managers as being biased, it becomes a stressor and consequently counterproductive as they will abandon their responsibilities in their organizations and deal primarily with the organizational injustices (the stressor).

In maritime firms therefore, objectively dealing with issues has contributed in the organizational stability and sustainability. Objectively dealing with issues has positively correlated with employees' integration into work teams and in the development of employees. Accordingly, the use of objectivity as a dimension of workplace ethics in the maritime industry produces positive effect on team orientation.

### **Civility and Team Orientation**

Our findings reveal that civility of employees in the maritime industry contributes to team orientation in the maritime firms. This emphasizes the importance of civil behaviour in ensuring team orientation in the organizations. Civility in organizations connotes subordinate superior civility and co-worker civility. This is a moral virtue needed to ensure productivity, creativity and innovation. Employers will be willing to place employees who are respectful in positions of authority in their organizations. This is in consonance with the findings of Laschinger, Day, Qore (2011). The result indicates a correlation between civility of co-workers, supervisors, subordinate superior civility and employee involvement in organizations. Similar research work of Linda, Gray and Scott (2006) indicates that improving civility enhances team work among organizational members; this finding is corroborated by our findings pertaining to team work and team orientation.

### **Recommendations of the Study**

From the foregoing, the study recommends that maritime firms in Lagos and Port Harcourt should ensure the institutionalization of ethical values and norms in their organizations. This will have the concomitant benefit of a virile team orientation among employee in maritime firms.

### **Limitations of the Study**

The following are the limitations of this study: This research is circumscribed to Rivers and Lagos states in Nigeria. The study is limited to the maritime industry and does not cover other industries in the Nigerian economy. In terms of content, the study is limited to review of related literature on workplace ethics and team orientation.

### **Suggestions for Further Studies**

This study is not exhaustive of all the studies in this area. Other researchers can also replicate this study with a view to determining if it will have the same investigative outcome. It is also suggested that other researchers should examine team orientation and another variable in the same industry. It is also suggested that this study should be conducted in other industries such as banking, insurance, oil and gas and. manufacturing. The study can also be carried out in other states not covered by this study

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