

The Relationship Between Leadership and Rules of Conduct in Instilling Ethical Behaviour

Case of City of Tshwane Metropolitan Municipality

I A Adetunji*

Department of Public Administration and Management
University of South Africa

C Alers

Department of Public Administration and Management
University of South Africa

ABSTRACT

This research set out to find out what factors drive the ethical conduct of municipal staff members in the City of Tshwane Metropolitan Municipality (CTMM). The rules of municipalities as well as the conduct of the leaders under which the officials serve directly influence the standard of ethics attainable. An understanding of what factors influence the choices made by individual officials is imperative for the attainment of a good ethical standard of behaviour. This will assist municipalities like the CTMM to know what drives its staff members to act and behave ethically at their job, especially when dealing with the public.

In this study, a qualitative approach in terms of interviews as a data collection instrument and unobtrusive research techniques was adopted. Staff members from the Human Resource Division and the Operational Division of the Department of Public Works of the CTMM were specifically targeted for the interviews. Responses were obtained online from front desk officers, supervisors, operational managers and human resource managers within the constraints imposed by the Coronavirus (Covid-19) pandemic restrictions on business operations and the data analysis was coded using ATLAS.Ti. The codes were grouped to extricate the embedded themes and deductions were made from the evolution of the themes.

The research revealed that leadership seems to play a more significant role in influencing the behaviour of staff members, than the rules or codes of conduct of a municipality. Inasmuch as staff members are aware of the rules of conduct and have even been made to sign the code of conduct, it was revealed that these rules are just guiding principles on paper. The behaviour and guidance of their leaders tend to influence staff members' conduct far more than the rules and it needs leadership with integrity to legitimise the rules.

GENERAL BACKGROUND AND RATIONALE

Local government is obliged by the Constitution of 1996 in Section 152(1b) to provide services to communities in a sustainable manner; hence, the direct presence of local government in many citizens' lives because it is mostly responsible for maintaining streets, collecting waste and providing public safety (Dory 2015:vi). Since ethics is not about the self in isolation, local government officials interact directly with private individuals within the community and unethical behaviour negatively impacts citizens' quality of life.

Municipalities are not living up to the standard of integrity expected of them by the public. They are at the local sphere of government and are the closest of the three spheres of the executive arm of government to the citizens, therefore, their effectiveness has a significant effect on the citizen's perception of government performance. Municipal officials are employed to serve members of their communities and not their personal interests, however, unethical and unprofessional behaviour, non-compliance to rules, lack of leadership and integrity, are perceived to be widespread among officials.

Ethics, ethical behaviour and integrity are important considerations of government and democracy (Belle & Cantarelli 2017:3). Ethical practices and considerations span across many offices within public administration, from the front desk officer communicating with the public to the background supervisors and decision-makers. Ethics in the public sector refers *inter alia* to moral standards (Chapman 2000:1). Consequently, all public and municipal officials have a role to play to promote integrity and morality in public institutions and municipalities. In essence, ethical behaviour is one's personal and individual choice, reflected in words, actions, decisions and behaviour. Therefore, it is imperative for the attainment of a good ethical standard of behaviour to get to know what drives the choices made by individual officials. This is beneficial for individual officials, government institutions and society at large, especially for municipalities

in a country like South Africa that is dealing with the antecedents of apartheid (Schoeman 2014:3).

The apartheid history of South Africa and the attendant backlog of infrastructure gaps it created, accentuates the imperative of efficient municipalities in bringing development to communities. Communities interact with local government officials through the services rendered by this arm of government with oversight from National and Provincial governments. Such services may include, among other functions: municipal health services (municipal clinics), municipal public transport, electricity reticulation, water and sanitation services, municipal parks and recreation, municipal roads, regulation of street trading, parking and traffic. The provision of these services by municipalities buttresses the importance of integrity and ethics to ensure that these services are properly rendered.

Many factors influence the standard of ethics upheld in government institutions, some of which include the availability and enforcement of rules of conduct and guiding principles, as well as the standard of morals and ethics shown by the leadership of the establishment – which to a large extent has psychological effects on the behaviour of the lower staff members. The standard of ethics and morality, thus upheld, will have an influence on the manner in which services are provided to the public (Downe, Cowell & Morgan 2016:898; Hira & Shiao 2016:17).

Notably, only a few studies have been conducted at different levels of government on ethical and unethical conduct. With this, unacceptable, unprofessional, unethical and ill-disciplined behaviour continues to be present among public office holders. Unethical practices range from corruption to a lack of responsiveness to the needs of clients, misuse of public property, non-compliance with policies and rules, racial discrimination, inefficiency, and ineffectiveness. Certain municipal officials keep taking from the poor by benefiting from services meant for the lower income groups. Civil servants' names appear inappropriately on the database of those that qualify for free water and electricity, and exemption from rates and taxes (Ngoepe 2016). This type of unethical behaviour robs the poor of entitled benefits.

Municipal officials, as individuals, have a constitutional mandate of providing basic municipal services to the relevant community, yet there is little hope for effective service delivery if employees lack moral and ethical conduct (Thozamile 2012:27). Therefore, the main purpose of the study is to evaluate the roles of leadership and rules of conduct as factors driving ethical behaviour among staff members of the CTMM. When ethics and integrity are missing, it results not only in the waste of public resources and lack of service delivery, but also undermines public trust in municipalities (Mafunisa 2008:88). There is, therefore, the need to

research and promote leadership and rules of conduct as factors that can drive ethical practices and behaviours.

This article aims to evaluate how leadership and rules of conduct drive individual and organisational ethical behaviour to maintain a high ethical standard in the operations of the CTMM. The focus was on individual staff members and the managers at the CTMM. The CTMM is a Category A metropolitan municipality in South Africa with large, densely populated areas and strong local economies with exclusive executive and legislative powers (Statistics South Africa 2016:1). This makes the CTMM one of the most important municipalities in South Africa.

With this background information the problem statement is formulated as a primary guiding research question: What does the relationship between leadership and rules of conduct to promote ethical behaviour of staff members in the CTMM entail?

ETHICS

Ethics is a topic that has been of interest to both scholars and the public since time immemorial. People have always questioned the ground upon which they act or make decisions. Some actions are seen as morally praiseworthy, while others are viewed as contrary to the standard of 'right conduct' (Martinez 2009:1). The concept of ethics, generally defined as moral principles that control or influence a person's behaviour, is derived from the Greek word '*ethos*', meaning moral character. The concept of morality comes from the Latin word '*mos*', which means custom (Tzafestas 2016:13). This description of ethics as a moral principle highlights the importance of ethical behaviour in the public sector, and particularly in the local government sphere. This is because local government is a sphere of government whose officials deal directly with the public.

Lynch and Lynch (2009:6), defining the concept 'ethics' view it as the study of the right conduct. It means what is right and wrong, what is acceptable and unacceptable behaviour, which Thozamile (2012:26) believes is in the eye of the beholder or individuals. That is, individuals view right and wrong behaviour differently. Ethics in government, according to Chapman (2000:1), refers to the moral standards in public service. The Association of Certified International Investment Analysts (ACIIA) describes values that are ethical and highlight that such values set the standard of integrity for everyone in a profession. Such principles include honesty, integrity and fairness; reasonable care, prudence and diligence; prioritising the interests of clients; independence, objectivity and fair judgement; professional competence; prevention and disclosure of conflict of interest; and preservation of client confidentiality (ACIIA 2005). These principles of ethical behaviour are fundamental for professionalism in any organisation (Gilman 2005:5).

Notably, the notion of ethics compliance in local government has always aroused a great degree of interest. This is due to local governments being more prone to corruption and other unethical behaviour because, as already mentioned, interactions between private individuals and officials happen at greater levels of intimacy and with more frequency at the local sphere (Vyas-Doorgapersad & Ababio 2010:414).

Local government ethics is essential to ensure that municipal officials are fair, treating people equally and without favouritism; open, freely accessible; and courteous, polite and considerate in the manner they deal with the public or the community they serve. Kulju, Stolt, Suhonen and Leino-Kilpi (2016:401), argue that ethical practices and competence is about the willingness to do good and having the character strength to do so. It includes attributes such as competence, honesty, diligence and integrity, without which the effective delivery of public services is not likely to occur, hence, the costs and consequences are great, especially for the community. In the words of Tremblay, Martineau and Pauchant (2017:221), ethics may be only instrumental, it may be only a means to an end, but it is a necessary means to an end, and the role leaders play in ensuring this is important.

ETHICAL CONDUCT

The definition of ethical conduct in this study refers to all types of good conduct among the officials of the CTMM. Ethical conduct or behaviour includes all factors contrary to unethical behaviour which goes against all the aforementioned principles of integrity. Mafunisa (2008:89) outlined the concept of unethical behaviour to include the protection (or covering up) of incompetence; lack of responsiveness; moonlighting; and general corruption. It can also include lying, stealing, fraudulent timekeeping and dishonesty in reports (Naude 2004:38). Also included is the unethical use of public office, subjective and arbitrary decision-making, unauthorised disclosure of confidential information, victimisation, and sexual harassment. The list is almost endless, and Mafunisa mentions that this behaviour undermines public trust in the public service and holds local governments back from fulfilling their constitutional mandate.

History has shown that ethical conduct and responsibility among local government officials has changed over the years. Corporate accountability has, for example, been replaced with individual accountability (holding officials accountable for their action and making them take responsibility for the decisions they make), and ethical responsibilities have been decentralised (Vyas-Doorgapersad & Ababio 2010:412), to ensure that each official becomes accountable for their action.

RULES OF CONDUCT

In evaluating the effect of leadership and rules of conduct on the standard of ethics maintained by municipal officials, rules of conduct (also referred to as codes of ethics) have been seen as insufficient in achieving change or governing conduct all by itself without other social processes like the culture of the organisation, of which leadership plays a significant role in helping to set this culture (Downe, Cowell & Morgan 2016:898). Setting up rules of conduct is, therefore, a first step in giving guidance to staff. Employees need to understand that the organisation is serious about the purpose of each rule (Nzewi 2017:3). Codes or rules need to be interpreted and enlivened into actions by human agents (for example, municipal managers and other government officials) who have to take responsibility for this. Rules of conduct act as guidelines that leaders need to internalise. Leaders also decide whether to introduce ethics codes or not, and what their form or content will be (Downe, Cowell & Morgan 2016:900). This should be done in consultation with the employees and other stakeholders. In other words, how public employees interpret principles and codes and how they understand their meaning depends on the ethical culture of the particular public institution. These ethical cultures, codified in rules, only have practical significance when they are exemplified in the behaviour of ethical role models, who are the people who hold positions of responsibility or leadership (Mafunisa 2008:85).

Regarding the effect of codes of ethics without other social influences, literature has shown both positive and negative influences. Two studies show that codes of ethics might have a positive impact on the ethical behaviour of individuals (Ashkanasy, Falkus & Callan 2000; Pelletier & Bligh 2006); while another study classifies codes of ethics as poor predictors of ethical values (Chorafas 2015:17).

LEADERSHIP

Leadership, often regarded as the single most critical factor in the success or failure of institutions, has been said to influence people towards the achievement of goals. Hence, leaders are seen to exercise positive (and negative) influence on others. Leaders impact on the attitude of subordinates and on the ethical conduct of subordinates. This implies that leaders can influence group members by their own example (Caldwell & Anderson 2017:57).

Hence, leadership is widely recognised as one of the most influential factors shaping and influencing behaviour. It exerts the greatest impact on organisational ethics, and should leadership commitment to an ethics code be lacking, it will negatively affect the realisation and maintenance of an ethical culture (Schoeman

2014:98). This supports the contention that leaders make a difference in the conduct of their subordinates and how seriously rules are taken in an organisation.

In research conducted by d'Adda, Darai, Pavanini and Weber (2016), which studied whether leaders influence the unethical conduct of followers or not, they found that leaders influence the ethical conduct of followers both through their statements and through the use of incentives. In their conclusion, they wrote that the main finding is that unethical leaders produce unethical behaviour on the part of followers. In another research by Ogunfowora (2014) on the relationship between ethical leadership, unit-level organisational citizenship behaviour and individual level job satisfaction using the social learning theory and the social identity theory, the result showed a positive effect of ethical leadership on citizenship behaviours and individual level job satisfaction. In 1952, Sweden and Westerlund observed that high-quality performance of supervisors improved the attitudes and performance of telephone operators (Caldwell & Anderson 2017:55).

Notably, leadership interacts with codes of ethics or policy frameworks within an organisation to influence the behaviour of others. As role models, leaders set the ethical standards and policies of an organisation by the values they demonstrate. Without ethical leadership and appropriate frameworks or codes of ethics in place, it will be difficult to identify right and wrong behaviour. When leaders lead by example, their behaviour will influence the behaviour of others, and positive behaviour is promoted within a public institution (Schoeman 2014:58).

RESEARCH DESIGN AND METHODOLOGY

Research methods or approaches are either qualitative, quantitative, or mixed (where blends of both methods are involved). The quantitative method aims to create generalisable knowledge, and research findings are validated by logic, consistency of prediction and control (Wessels & Thani 2014:159). The qualitative method is generally used to understand people's experiences and to express their perceptions (Johnson & Christensen 2014:82), and it typically assumes a constructivist or interpretative paradigm (Chilisa & Kawulich 2012:52). Comparing these two methods, Babbie (2016:104) points out that qualitative inquiry focuses on relatively small samples selected purposefully, while quantitative methods typically depend on larger samples selected randomly.

This research adopted a qualitative approach because it is more suitable for this study which seeks to evaluate the drivers of ethical behaviour of individuals. Behaviour is dynamic and not static or predictable as assumed in a quantitative approach. Qualitative research also helps to produce rounded understanding on the basis of rich and detailed data, and the researcher is usually an integral part of the research process (Wessels & Thani 2014:161). This study adopted an intrinsic

case study, which is a single case interpretive research, where an understanding of what drives ethical practices among individual staff members at the CTMM was studied, specifically of the Human Resource and the Operational Divisions of the Department of Public Works (Chilisa & Kawulich 2012:56).

As noted above, the article aims to evaluate the role of leadership and rules as driving factors of ethical and professional behaviour among selected staff members of the CTMM, hence, a nonprobability purposive sampling method was used to select the participants who had extensive knowledge of the workings of the system. The characteristics of the participants included a minimum of five years of service at the Human Resource Division and the Operational Division of the Department of Public Works of the CTMM, the type of duties involved in, knowledge of the code of conduct or rules and role or level within the municipality.

The study also adopted non-statistical, online semi-structured interviews as the main instrument used to collect the data. This enabled an understanding of the participants' perspectives and experiences about the ethical practices at the CTMM (Blandford 2013). Writing on semi-structured interview and interpretative research, Vidal, Campdesuner, Rodriguez and Vivar (2017:2) note that the two techniques facilitate infiltration of the unknown, and researchers are expected to notice opportunities and to follow data wherever it leads. Semi-structured interviews were conducted to obtain the ideas and opinions of individuals about the influence of leadership and rules of conduct on the ethical conduct of the staff.

The interview participants were divided into the following categories to establish precise ethical behaviour at the CTMM from 10 participants:

- Front Desk Officers (four participants).
- Supervisors (two participants).
- Operational managers (two participants).
- Human resource managers (two participants).

Data was gathered via online interviews and taking of notes as the participants responded to questions asked. Codes were created based on predetermined keywords and concepts. Moreover, it is generally accepted that qualitative case researchers may improve on the original blueprint as information emerges during data collection. There was, thus, also room for more codes after more information emerged (Mabry 2008:5). The predetermined codes were: leadership drives ethical conduct; rules drive ethical conduct; effect of codes or rules on leadership; effect of leadership on rules; and interaction of rules and leadership. These codes draw attention directly to the research question to see what drives ethical conduct at the CTMM.

The content of the data collected was analysed using ATLAS.Ti. The analytical tool or software was used to identify word dependencies, co-occurrences, and

weak and strong network of words from the inter-relationships among the codes. The complete data analysis and findings is presented in the following section.

DATA ANALYSIS

As noted above, the article was undertaken to potentially find what drives ethical behaviour at the CTMM to solve the problem that ethical behaviour is lacking and to find out if leadership plays any role in driving the ethical conduct of subordinates. During the course of this study, there was the challenge of data collection due to the Covid-19 nationwide lockdown. Interviews had to be conducted online instead of face-to-face as initially planned (Unisa 2020:2).

As mentioned in the methodology section, interviews were scheduled with 10 participants, but responses only came from six, none from the front desk officers. Therefore, in analysing the data collected, to ensure a robust interpretation due to lower responses than anticipated from the participants, responses from the participants were interspersed with relevant literature to ensure sound and trustworthy research findings. Conceptual and contextual analyses by way of a literature review were used as the basis for answering questions on ethical and unethical behaviour within municipalities in South Africa and CTMM in particular. The following main codes emerged during data analysis: leadership drives ethical conduct; rules drive ethical conduct; effect of codes of conduct or rules on leadership; and effect of leadership on the implementation of rules. The following sub-codes also emerged: rules are not enough; rules need interpretation; positive conduct towards customers; subordinates look up to leaders; personal ethics; rules are guiding tools; positive conduct towards subordinates; leadership more significant than rules; awareness of code of conduct; and effect of leadership on scheduling and attending ethics training.

Five research papers were chosen to be analysed based strictly on what the papers set out to find. In selecting the papers to be considered for the analysis, a few guidelines were considered. The first is that all papers considered must be related predominantly to municipalities with the remaining being related to government services. Also, it was decided that the papers should have preferably been studied in a similar context to the City of Tshwane, hence, authors that studied some other South African municipalities were preferred, but also, there would be some counterbalancing opinions from other places. Therefore, three of the five papers studied other South African municipalities, while one is from the United Kingdom and the other is from Germany.

In terms of the study themes, one of the papers looked into what determines ethical behaviour in public organisations, another set out to look into whether a code of conduct or ethical leadership influences an employee's attitude. The third

paper looked into the availability of legislative framework for public employees in South Africa and whether this influences a high standard of ethics and professionalism. The fourth paper looked into the effect of purpose-directed leadership in enhancing ethical conduct. Finally, the last paper considers the effect of ethical conduct, legislations and leadership on service delivery in South Africa. These research papers were seen as relevant and fair for the purpose of this research which seeks to look into what drives ethical behaviour at a South African municipality. Also, the papers were limited to five so that their opinions do not dominate the analysis.

RESEARCH FINDINGS

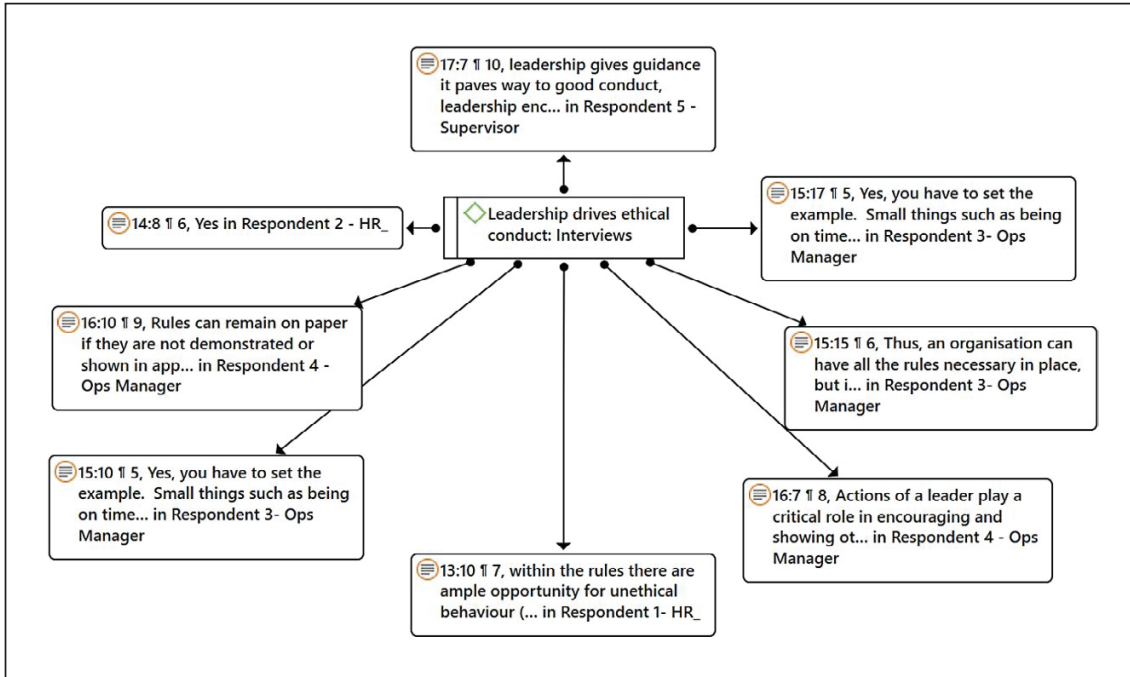
After the process of coding, themes were generated to have a better interpretation of the data. This was done through the aggregation of the codes based on similarity of titles or responses. The following themes were derived from the codes:

One of the major themes identified from the data is the significant influence of leadership on organisational ethics. Many of the codes generated from the data give evidence that supports the influence of leadership on how subordinates respond to ethics. Leadership ensures ethical training; subordinates look up to their leaders and watch their disposition to ethical choices and conundrums. Leadership also plays a part in how rules are interpreted and applied. It is worth noting that all respondents seem to have agreed on the supreme influence of leadership among all factors that have a possible influence on the ethical conduct of the staff members.

The influence of rules seems to be less significant when compared to leadership. One thing that makes this apparent is the lack of consistency among the respondents about the significant role that rules play in the ethical conduct of staff members. Inasmuch as rules are important and act as guiding tools, many respondents mentioned that rules need to be interpreted and are not enough by themselves. In addition, responses suggest that the effect rules or codes have on leadership is less significant compared to the influence leadership has on rules. Generally, codes of conduct are seen to be less significant compared to leadership.

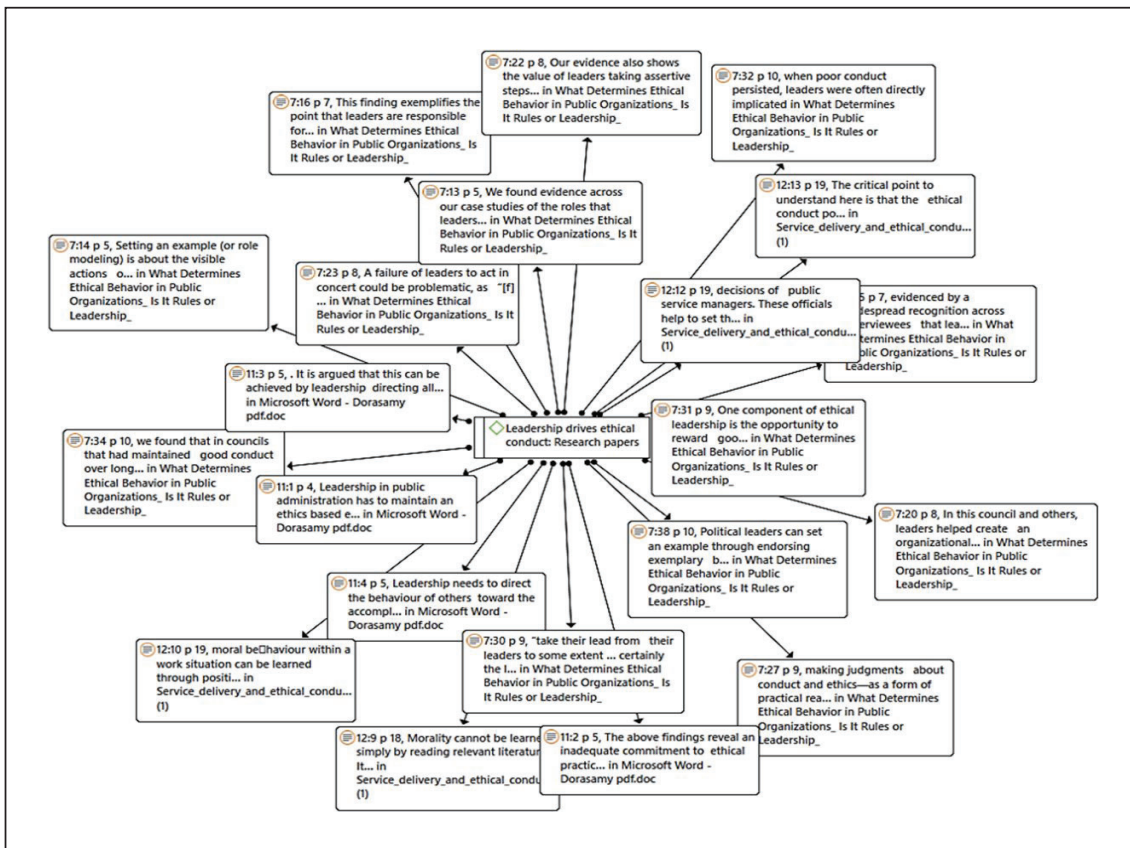
Some other factors that came to light are the influence of personal convictions and religion. These two factors are believed to also play a role in the ethical conduct of the staff of the CTMM. These two factors were brought to light without any mention of them from the research or any mention of other factors that could have guided the respondents in the role they play in their ethics. For these factors to have been mentioned shows that respondents see them as important for their ethical behaviour and they may be important factors to investigate for further studies.

Figure 1: Leadership drives ethical conduct: Interviews



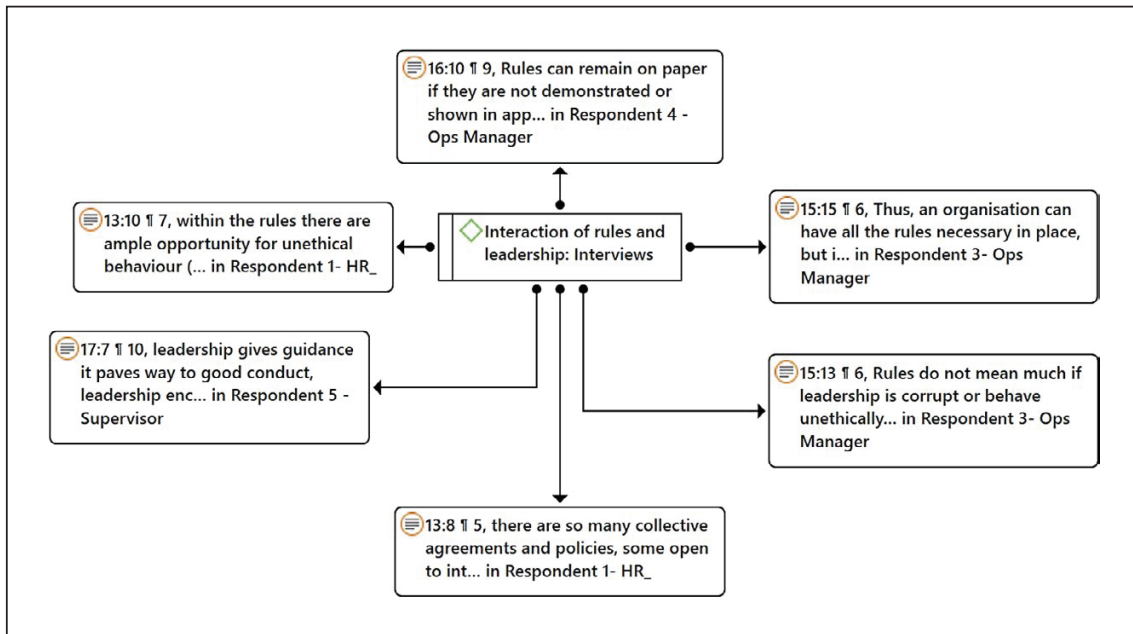
Source: (ATLAS.ti 2021)

Figure 2: Leadership drives ethical conduct: Research papers



Source: (ATLAS.ti 2021)

Figure 3: Interaction of rules and leadership: Interviews



Source: (ATLAS.ti 2021)

A network analysis on ATLAS.Ti was carried out on each of the predetermined codes to determine the number of quotations attached to each. The first code is that 'Leadership drives ethical conduct'. This code has eight quotations attached to it, which shows that many respondents have things to say about the effect of leadership on ethical conduct, as illustrated in Figure 1.

An ATLAS.Ti network analysis conducted on the research paper's view on the effect of leadership on ethical conduct indicates that many quotations are illustrated in Figure 2. This implies that leadership plays a significant role in ethical conduct within government institutions.

The interaction between the two factors: rules and leadership, as illustrated in Figure 3, shows that both rules and leadership have their roles to play. However, rules can remain on paper and do not mean much if leadership is lacking, and without leadership giving guidance, there will be ample opportunities for unethical behaviour.

The analysis of the research papers and interviews shows that leadership plays a more significant role in ensuring ethical behaviour. Some of the respondents at the CTMM mentioned that they are aware of the code of conduct because they have to sign the document upon joining the municipality, however, leadership plays a significant role in interpreting these codes and helping to understand the codes better. They mentioned that even with the codes of conduct signed by employees, there will be opportunities for unethical behaviour if leadership is lacking. None of the participants mentioned whether rules or codes had any effect on leadership. Comparing this sentiment with the research papers, it was

found to be the same that leadership tends to have more influence on ethical behaviour and on rules. Leadership creates the environment for individuals to thrive and be comfortable. Leaders are also the ones that ensure that individuals attend ethics training and that there is a channel for members to complain when needed. Inasmuch as rules are there to hold staff accountable, without ethical leadership this will not be possible. It was also found that on occasions of unethical conduct rules are just one part of the components (interpreted by leaders) brought together by leaders to handle the situation, that leaders sometimes act or make a decision without even referring to the codes. Downe *et al.* (2016:907) mention that leadership is needed to carefully interpret rules in organisations that are complex, heterogeneous and with many uncertainties.

The concluding highlights from the findings are listed in the following points:

- Supervisors act in a good manner and with a positive attitude towards their customers. Managers also show a concern for ethical and moral values.
- The actions and examples of the leadership of the CTMM play a critical role in encouraging ethical behaviour.
- The managers strongly believe in leading by example and to attend to the needs of their subordinates in an ethical manner. The CTMM should capitalise on the managers' positive attitude to customers and their subordinates.
- The code of conduct guides and prescribes ethical behaviour and has a positive effect on how supervisors and managers attend to the needs of the customers and their subordinates.
- The rules of conduct are available and accessible to all staff members. Unfortunately, the rules play a limited role in encouraging ethical conduct. Rules of conduct alone are not enough to guide ethical behaviour, and require further guidance on how to implement it.
- Interestingly, all the participants elevated leadership above rules of conduct in terms of its role in influencing the ethical behaviour of staff members.

RECOMMENDATIONS

The following recommendations were made to the city in respect of leadership and rules of conduct as measures to enhance the ethical behaviour of the employees of the CTMM:

- The level of ethical standard attained by the CTMM depends largely on the values held by leadership, including the supervisors and manager;
- Leadership is crucial in the creation and sustenance of strong ethical standards. It is, therefore important to place premium value on the personal moral and ethical standards of people appointed into positions of leadership in the municipality;

- There is a definite place for rules of conduct in creating and sustaining ethical conduct, so, rules should be made and the rules need to be properly formulated and implemented;
- The implementation of rules of conduct should be made one of the responsibilities of the leaders of the various business units of the municipality; not only to be ethical themselves, but to also demand compliance to high ethical standards from the staff. They need to make it apparent to the staff that leadership places premium value on ethics, that compliance would be praised and that failures would be reprimanded as necessary;
- It is important to create programmes and activities that will engender ethics and capacitate leaders, as well as institutionalise ethical values in the leadership as this will reflect in the entire workforce.

CONCLUSION

This research leads to the conclusion that the main role of leadership in encouraging ethical behaviour is to develop and apply the right approaches to get the desired behaviours from subordinates, colleagues and managers. Also, it was confirmed that leadership tends to contribute more to ethical behaviour in CTMM than rules of conduct do. This suggests that while it is important for the CTMM to give attention to its rules, it will, however, achieve a lot more in driving ethics in its organisation by giving more attention to how leaders with ethical values are recruited, trained, retained and encouraged to influence the commitment of the officers of the municipality to maintaining a high standard of ethics in the municipality.

There are many aspects that must be scientifically researched to provide further clarity on the roles of leadership and rules of conduct as driving factors of ethical behaviour. It was mentioned during the interviews that religious beliefs, culture and personal conviction may have some role to play in a person's ethical conduct. It may, thus, be useful to have a study that investigates what roles these factors may play in instilling ethics and maintaining positive ethical behaviour at the workplace in the public sector. It may also be worthwhile to investigate how much the implementation of a reward and penalty system for compliance or violation may influence how ethical standards could be attained by the CTMM.

NOTE

- * The article is partly based on a dissertation for a Master of Public Administration (MPA) degree under the supervision of Dr C Alers, titled: Adetunji, I.A. 2021. *Roles of leadership and rules*

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AUTHORS' CONTACT DETAILS

Ms Irete Adedotun Adetunji

P O Box 14638
PRETORIA
0001
SOUTH AFRICA
Tel: 072 721 3458
E-mail: 46336427@mylife.unisa.ac.za

Dr Corlia Alers

Department of Public Administration and
Management
P O Box 392
UNISA
0003
SOUTH AFRICA
Tel: 012 429 6286
E-mail: alersc@unisa.ac.za