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ORGANIZATIONAL CULTURE AND ETHICAL BEHAVIOUR OF OFFICE MANAGERS IN PUBLIC POLYTECHNIC, SOUTH-WEST, NIGERIA

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Abstract
Ethical behaviour is a critical component of effective management in public polytechnics, where accountability, integrity, and transparency are paramount. Despite its importance, ethical lapses among office managers such as nepotism, misuse of office resources, falsification of records, and disregard for confidentiality continue to undermine institutional effectiveness in South-west Nigeria. This study investigated the influence of organizational culture on the ethical behaviour of office managers in public polytechnics, South-west Nigeria. A survey research design was adopted for the study. The population comprised office managers (secretaries) in public polytechnics across South-west Nigeria, including Yaba College of Technology, Federal Polytechnic Ado-Ekiti, Ekiti State Polytechnic Isan-Ekiti, Federal Polytechnic Ede, Osun State Polytechnic Iree, Federal Polytechnic Ile-Oluji, Rufus Giwa Polytechnic Owo, Federal Polytechnic Ilaro, Moshood Abiola Polytechnic Ogun State, Federal Polytechnic Ayede Oyo State, and The Polytechnic Ibadan. A structured questionnaire was used as the instrument for data collection. Descriptive survey design and inferential statistics, including multiple regression analysis, were employed to analyse the collected data. The findings revealed a very high level of ethical behaviour among office managers in public polytechnics, South-west Nigeria with a Mean of (3.46). Organizational culture, measured across clan, adhocracy, hierarchy, and market cultural dimensions, was found to have a significant influence on the ethical behaviour of office managers with a Mean of (3.42). The study concluded that organizational culture are critical determinants of ethical behaviour among office managers in public polytechnics. It is recommended that institutional administrators strengthen ethical organizational cultures, to enhance the ethical conduct and professional effectiveness of office managers in public polytechnics, South-west Nigeria.

Keywords: Organizational Culture, Ethical Behaviour, Office Managers, Nigeria

Introduction

Ethical behaviour is a critical component of effective management, in any organization/institution where accountability and trustworthiness are paramount. Ethical behaviour is the actions that align with societal norms and organizational codes of conduct, ensuring fairness, honesty, and transparency in decision-making and interpersonal interactions. Ethical behaviour is the practice of acting in a way that is consistent with moral principles and values, it also includes respects for dignity, diversity and rights of individuals and group of people. Among office managers particularly in public polytechnics, ethical behaviour is essential for fostering a work environment that upholds integrity and professionalism, yet its consistency is often influenced by various organizational and managerial factors. Instances of unethical practices, such as favoritism, misuse of organizational resources, and failure to uphold institutional policies, continue to challenge the integrity of office managers in any institutions, (Anang, 2024).

These behaviours undermine organizational objectives, erode trust among employees, and diminish public confidence in the institutions. Ethical behaviour, in this study, is measured through a variety of indicators that reflect the moral standards and integrity of office managers in public polytechnics. These indicators are crucial in determining how office managers respond to ethical dilemmas, make decisions, and interact with others in the workplace. The metrics for ethical behaviour are attitude towards behavior; integrity, accountability, subjective norms; fairness, transparency, perceived behavioral Control; respect for confidentiality, which serve as fundamental dimensions that

guide decision-making and behaviour within organizational settings. Office managers that demonstrate integrity, signal to others that ethical conduct is a priority within the institution. This creates a culture where ethical behaviour is the norm, and individuals are encouraged to make decisions that are aligned with organizational values.

In office management integrity means decisions made based on what is ethically right, rather than what is of personal gain or convenience. The importance of integrity in public service cannot be overstated, as it serves as the foundation for accountability, fairness, and transparency. Research consistently supports the view that integrity plays a significant role in role in promoting ethical behaviour in organizations, particularly in the public sector, (Martins, 2024). Accountability is use for measuring ethical behaviour, particularly in public organizations. It refers to the responsibility of office managers to answer for their actions and decisions. Accountability involves being answerable to both internal and external stakeholders for the outcomes of their actions, as well as adhering to institutional policies, legal frameworks, and ethical standards. In the context of public polytechnics, accountability ensures that office managers uphold the public trust by managing resources efficiently, avoiding corruption, and ensuring compliance with regulations.

Office managers are accountable, demonstrate a commitment to the ethical values of their organization and are more likely to make decisions that align with the broader mission of the institution. Furthermore, accountability helps to deter unethical practices, as individuals are aware that they are responsible for the consequences of their actions, accountability mechanisms within organizations lead to greater ethical behaviour, as they provide a framework for monitoring and evaluating conduct, (Mohammed, 2024). Under subjective norms, we have fairness and transparency. Fairness, as a core component of ethical behaviour, refers to the impartial and just treatment of individuals, without favoritism, bias, or discrimination. In the context of office management, fairness involves making decisions based on objective criteria rather than personal preferences or external pressures.

The concept of organizational culture plays a significant role in shaping ethical behaviour within institutions. Organizational culture is defined as the shared values, norms, and practices that influence employees' attitudes and behaviours, (Bagga, Gera & Hague, 2023). In public polytechnics, a positive ethical organizational culture promotes adherence to institutional guidelines and encourages ethical decision-making among office managers. However, public polytechnics often grapple with weak ethical cultures, characterized by inconsistent enforcement of policies, tolerance for unethical conduct, and lack of transparency in leadership practices. These cultural deficits contribute to an environment where unethical behaviour can thrive, particularly among office managers who are pivotal in implementing institutional policies. Organizational culture is a key aspect of ethical behaviour within institutions, shaping how employees, particularly office managers, navigate moral and professional dilemmas.

Organizational culture extends beyond merely curbing unethical practices; it also fosters a positive work environment that enhances overall job satisfaction and productivity. Office managers working within ethical cultures are more likely to experience job fulfillment, as such environments support fairness, respect, and collaboration. This positive atmosphere not only motivates managers to perform their duties effectively but also inspires similar behaviour among their subordinates. Institutions that prioritize ethical values earn the trust and confidence of stakeholders, including students, faculty, parents, and external regulatory bodies. In addition, organizational culture serves as a guiding framework for managers in resolving ethical conflicts and navigating complex professional situations. Public polytechnics often face challenges related to resource allocation, staff management, and policy execution.

From preliminaries study and observation of the researcher, Ethical breaches among office managers, such as nepotism, misuse of office resources, falsification of records, and disregard for confidentiality, have increasingly come to the fore in recent years. Despite the importance of ethical behaviour, it is evidence that its cultivation and sustenance remain a challenge in public polytechnics, where bureaucratic complexities and conflicting interests often lead to ethical lapses. A potential contributor to this ethical dilemma is organizational culture, that prioritizes transparency accountability, and fairness could foster ethical behaviour, while one characterized by rigidity, poor communication, or misplaced priorities might hinder ethical practices. Unfortunately, many public

polytechnics appear to operate within cultures that lack the structures and support necessary for promoting ethical standards. This gap raises questions about how organizational culture interventions can help to promote ethical practices effectively. In the light of the above, this study seeks to bridge the gap by investigating the influence of organizational culture on ethical behavior of office managers in public polytechnic South-West, Nigeria.

Aim and Objectives of the Study

The aim of this study is to investigate the influence of organizational culture on ethical behaviour of office managers in public polytechnic, South-west, Nigeria. The objectives of this study are to:

i. identify the level of ethical behaviour among office managers in public polytechnics, South-west, Nigeria.
ii. identify the prevalent organizational culture of office managers in public polytechnics, South-west, Nigeria.
iii. determine the influence of organizational culture on ethical behaviour of office managers in public polytechnics, South-west, Nigeria.

Research Questions

i. What is the level of ethical behaviour among office managers in public polytechnics, South-west, Nigeria?
ii. What is the prevalent organizational culture of office managers in public polytechnics, South-west, Nigeria?

Hypothesis

The research hypothesis will be tested at 0.05 significant level.

$H_0$1: There is no significant influence of organization culture on ethical behaviour of office manager in public polytechnics, South-west, Nigeria.

Conceptual Review

Concept of Ethical Behaviour

Ethical behaviour refers to actions that align with societal, organizational, and individual principles of right and wrong. It is a critical element in fostering trust, accountability, and integrity within organizations and society at large. Scholars have described ethical behaviour as a multidimensional concept, deeply rooted in moral principles that guide individuals and organizations in distinguishing acceptable conduct from unacceptable actions, (Brown & Trevino, 2005). Ethical behaviour is a concept that permeates various facets of life, particularly in organizational settings. It refers to actions and decisions that align with moral principles and societal norms. Ethical behaviour in organizations is not only a matter of following established rules but also involves adhering to deeper values that promote trust, fairness, and responsibility within the society and the workplace.

Ethical behaviour in organizations refers to decisions and actions that reflect organizational values, ensuring that both individual and collective actions are aligned with an ethical framework. This definition points out that ethical behaviour in an organizational setting goes beyond simply adhering to a code of conduct; it involves fostering a culture of honesty, openness, and responsibility that encourages ethical decision-making at all levels. Organizational ethics, therefore, are not only about following rules but creating an environment where ethical standards are lived and ingrained in everyday operations. Ethical behaviour in public administration involves actions that promote public trust and maintain the integrity of government institutions, (Khan, Partnaik, Ashraf, Ali, Kumar & Donthu, 2021).

Ethical behaviour, particularly in organizational settings, encompasses a range of characteristics that reflect an individual's commitment to integrity, fairness, responsibility, transparency, and respect for others. These traits form the foundation of ethical conduct and help shape

the organizational culture, influencing how decisions are made and how individuals interact within the workplace. Understanding the characteristics of ethical behaviour is vital for organizations seeking to cultivate an environment of trust and accountability, ensuring that ethical principles guide decision-making processes and interactions. Integrity is widely regarded as one of the most critical characteristics of ethical behaviour. It refers to the consistency between an individual's actions, values, and principles, irrespective of external pressures or situations. An individual demonstrating integrity consistently adheres to ethical principles, making morally sound decisions even when there is no immediate supervision. It involves honesty, trustworthiness, and the courage to act according to one's moral convictions, even in difficult circumstances.

In the organizational context, leaders and employees who exhibit integrity contribute to a workplace environment where trust is built through transparent actions and accountability. Integrity implies doing the right thing, even when there is no one around to witness it, integrity is not only a personal trait but also an organizational value that ensures ethical practices permeate the entire structure of an institution, (Trevino & Nelson, 2022). Employees who observe integrity in their leaders are more likely to follow suit, creating a culture of honesty and ethical responsibility throughout the organization. For instance, a manager who refuses to take part in unethical business practices, such as falsifying financial records, and encourages employees to report misconduct demonstrates integrity. This practice cultivates an ethical climate where employees are empowered to uphold ethical standards, contributing to the organization's reputation for honesty and ethical behaviour.

Concept of Organizational Culture

Organizational culture refers to the collective values, beliefs, norms, and practices that shape the behaviour and interactions of individuals within an organization. It is often described as the "personality" of an organization, influencing how employees behave, communicate, and make decisions. The concept of organizational culture is widely acknowledged as a critical element that determines organizational effectiveness, employee satisfaction, and overall success. Understanding the definitions of organizational culture is essential to comprehending how it influences organizational dynamics and performance. Robbins & Judge (2021) stated that organizational culture is "a pattern of shared basic assumptions that a group has learned as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

In organizations with a strong culture, these shared values help employees make consistent decisions and work towards common goals. For instance, in customer service-driven organizations, the culture may emphasize values like empathy, responsiveness, and a commitment to customer satisfaction, guiding employees to deliver exceptional service. Another definition describes organizational culture as "a set of assumptions, beliefs, values, and behaviours that members of an organization share and that guide the way they think, act, and relate to each other, (Cameron & Quinn, 2011). This definition highlights that organizational culture is not only about the individual but also about how individuals interact with each other. Organizational culture influences communication styles, leadership approaches, and the overall work environment. For example, a culture that values open communication and collaboration may lead to a more inclusive work environment where employees feel comfortable sharing ideas and feedback, ultimately contributing to higher productivity and creativity.

In addition to these formal definitions, organizational culture is often understood in terms of its manifestations, in a seminal work on organizational culture, it was argued that culture is visible through symbols, rituals, and stories that reflect the organization's values. These visible elements provide a tangible representation of the culture, making it easier for new employees to understand the underlying values of the organization. For example, a company that celebrates achievements with regular award ceremonies or showcases employee success stories in internal communications may emphasize values such as recognition, excellence, and team spirit. The definition of organizational culture can also be expanded to include its impact on organizational performance and employee behaviour. Morgan (2021) refers to organizational culture as "the shared perceptions organizational members have about their organization's effectiveness. This definition underscores the link between culture and performance.

A positive and supportive culture often results in higher employee morale, lower turnover, and improved organizational performance. In contrast, a toxic culture that fosters unethical behaviour, mistrust, or poor communication can negatively impact an organization's effectiveness. For example, in a highly competitive culture that rewards individual performance over collaboration, employees may feel isolated or pressured to prioritize personal success at the expense of team goals. Similarly, organizational culture is "the collective programming of the mind that distinguishes the members of one organization from another. This definition aligns with the view that culture shapes how people think and behave within an organization. It underscores the importance of understanding the deep-rooted values and beliefs that define an organization's identity. For instance, organizations in different cultural contexts such as those in individualistic societies like the United States and those in collectivist societies like Japan may have very different approaches to leadership, teamwork, and decision-making.

Theoretical Framework

Theory of Planned Behaviour for Ethical Behaviour

The Theory of Planned Behaviour (TPB), is a widely used framework for understanding and predicting human behaviour, including ethical decision-making, (Bandura, 1997). This theory posits that behaviour is determined by three key factors which are attitudes toward the behaviour, subjective norms, and perceived behavioural control. These components interact to shape an individual's intention to engage in a particular behaviour, which ultimately leads to actual behaviour. In the context of ethical behaviour, TPB provides a robust lens for analyzing how personal and social influences affect ethical decision-making processes. Attitudes toward the behavior; attitude refers to an individual's positive or negative evaluation of performing a specific behaviour. In ethical behaviour, this involves a person's assessment of whether acting ethically is beneficial or harmful. For instance, if an office manager perceives that adhering to ethical standards will enhance their professional reputation, productivity, and long-term organizational success, they are more likely to adopt ethical practices.

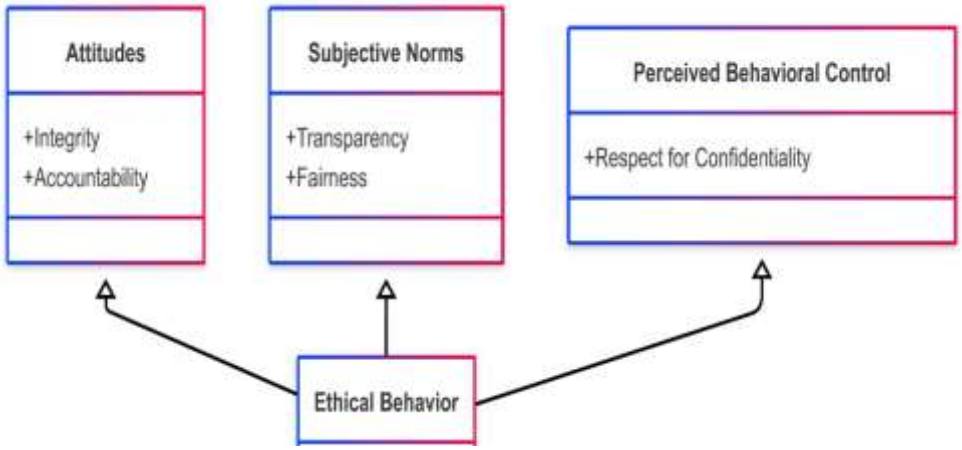


Fig: 1.1: Theory of Planned Behaviour

Quinn's Competing Values Framework of Organizational Culture

Quinn's Competing Values Framework (CVF), offers a comprehensive model for understanding organizational culture through the lens of competing values and tensions that exist within organizations, (Schwartz, 2024). The framework identifies four dominant culture types based on two intersecting dimensions: internal focus versus external focus, and flexibility versus stability. These dimensions create four cultural quadrants: Clan (collaborative), Adhocracy (creative), Market (competitive), and Hierarchy (controlling). Each culture type manifests distinct values, leadership approaches, and organizational practices that significantly influence ethical behaviour within institutions**.**

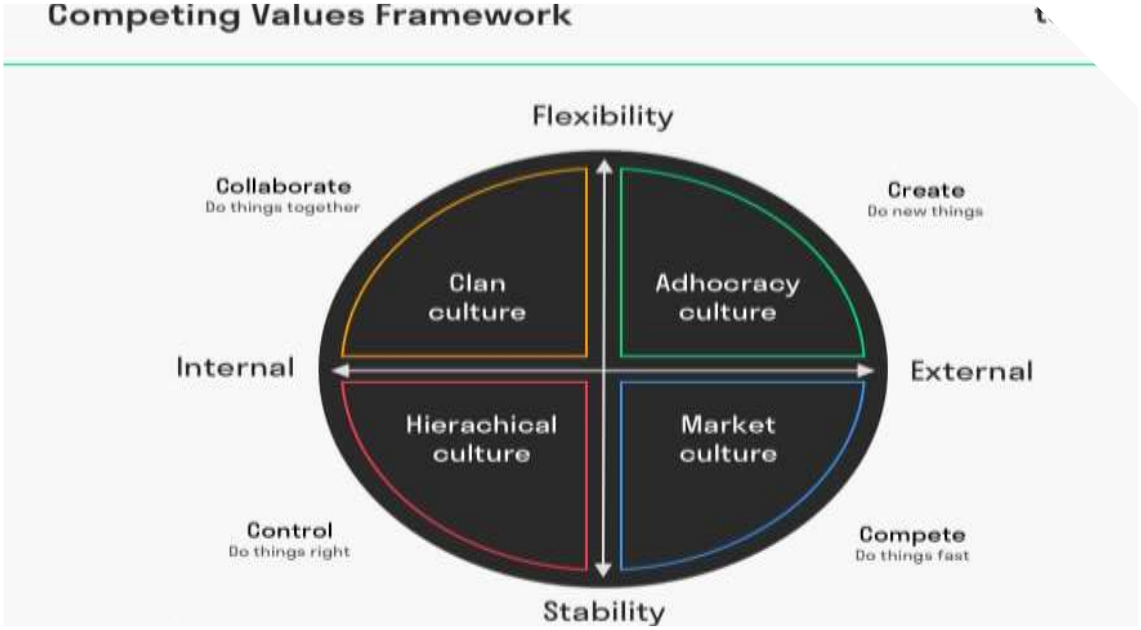


Fig: 1.2: Competing Values Framework (CVF)

Review of Empirical Studies

Organizational Culture and Ethical Behaviour

A pivotal study examined the multifaceted impact of organizational culture on ethical behaviour across industries in the United States. The researchers identified ethical codes, policies, and leadership as critical drivers of moral conduct within organizations. Their findings emphasized that ethical behaviour is more prevalent in organizations where management aligns its actions with stated ethical principles, thereby reducing employee confusion and unethical practices. This study demonstrated that effective communication of organizational values fosters ethical consistency among employees, (Ferreira &Real, 2021). A comprehensive investigation into the Brazilian banking sector, focusing on the cultural dynamics that deter unethical practices such as fraud and bribery. The study surveyed 400 employees and revealed that organizations with transparent and participatory decision-making processes cultivated a culture of accountability and reduced instances of unethical conduct. Notably, ethical leadership and employee involvement in decision-making were identified as primary factors reinforcing ethical standards.

In exploring multinational corporations, Eneh & Iheanacho, (2022) emphasized the complexity of maintaining ethical behaviour in organizations operating across diverse cultural landscapes. Using case studies from global firms, he demonstrated how companies successfully integrated local cultural norms with universal ethical principles. For example, a multinational firm operating in Japan adapted its corporate culture to honor Japanese traditions of harmony while enforcing global anti-corruption policies, effectively reducing ethical dilemmas. In Nigeria, an investigation on the role of organizational culture in fostering ethical behaviour within public sector institutions. Through a survey of 300 administrative staff, their research highlighted the prevalence of unethical practices such as favoritism and embezzlement, stemming from weak cultural foundations and inadequate enforcement of ethical codes. The study recommended adopting transparent hiring practices, regular ethical training, and leadership accountability to improve ethical behaviour in Nigerian public institutions.

Van & Lazen, (2023) proposed an ethical culture framework that identifies dimensions such as clarity, congruence, and sanctionability as pivotal to ethical behaviour in organizations. His research, conducted in Dutch corporations, revealed that when employees clearly understand organizational ethical expectations and observe consistent enforcement of these standards, the likelihood of misconduct diminishes significantly. This study also demonstrated that fostering an ethical culture enhances employee morale and organizational reputation. A study examines the impact of organizational culture on ethical behaviour within South Africa's public sector. Their study, which surveyed 250 employees, found that institutions promoting fairness, accountability, and open communication were more successful in curbing unethical practices such as nepotism and resource

mismanagement. The researchers emphasized the importance of embedding ethical standards in organizational policies and holding leaders accountable for their actions. Study examined how organizational culture impacts academic integrity in Indian higher education institutions. Their research, involving a sample of 400 academic staff, found that universities with strong ethical cultures reported lower incidences of plagiarism and exam malpractice. The authors suggested that consistent reinforcement of ethical values through orientation programs and peer mentoring contributed to a culture of academic honesty (Lan & Mizerski, 2023).

Methodology

Research Design

This study adopted a descriptive survey research design as it attempted to study a subset of a population at a point in time and to investigate organizational culture on the ethical behaviour of office manager in public polytechnics South-west, Nigeria.

Population of the Study

The study population consisted of 592 office managers in public polytechnics South-west, Nigeria. which was made up of all office managers within the grade level (8) to grade level (12) in public polytechnic, South-west, Nigeria, this set of staff are used because they are handled daily activity within their institution. The public polytechnics considered include Yaba College of Technology, Federal Polytechnic Ado-Ekiti, Ekiti State Polytechnic, Isan-Ekiti, Federal Polytechnic Ede, Osun State polytechnic Iree, Federal Polytechnic Ile-Oluji, Rufus Giwa Polytechnic, Owo, Federal Polytechnic Ilaro, Moshood Abiola Polytechnic, Ogun State, Federal Polytechnic Ayede, Oyo State, The Polytechnic Ibadan, Oyo State. These institutions were selected because the perceived problem of this study was observed in a public institution.

Sample Size and Sampling Technique

The sample size of this study was 592 office managers in public polytechnics South-west, Nigeria Total enumeration sampling technique was used. This is found suitable as their numbers are not too much to elicit the needed information.

Instrument Used

The instrument used for this research study is a structured questionnaire.

Validation of Instrument

Content validity was used to assess the internal validity of the research instruments which was ascertain through the supervisor and other experts in information management field**.** Corrections are incorporated in constructing the final questionnaire, which was given out to the respondents for the study.

Reliability of Instrument

The reliability of the instrument was done through a pre-test study using 30 copies of the questionnaire that was administered to the office managers of The Federal Polytechnic Offa, Kwara State, North Central, Nigeria which is not part of the study. Data obtained was subjected to Cronbach's alpha reliability test to establish internal consistency of the items.

Method of Data Analysis

The researcher analyzed the data collected using the descriptive and inferential statistic respectively for the items on the questionnaires. The data collected for the study was analyzed using Statistical Package for Social Sciences (SPSS), version 24. All hypotheses in the study was tested at level of 0.05 significance.

Data Analyses

Research Question One: What is the level of ethical behaviour among office managers in public polytechnics, South-west, Nigeria?

Table 1: *Descriptive Analysis of the Level of Ethical behaviour among Office Managers in Public Polytechnics, South-west, Nigeria*

Statements	VHE	HE	LE	VLE	Mean
Integrity					
Act consistently with organizational values	358 (60.5%)	186 (31.4%)	38 (6.4%)	10 (1.7%)	3.51
Avoid any form of dishonest behavior at work	341 (57.6%)	198 (33.4%)	42 (7.1%)	11 (1.9%)	3.47
Discourage unethical practices among colleagues	312 (52.7%)	219 (37.0%)	48 (8.1%)	13 (2.2%)	3.40
Do not manipulate data for personal gain	365 (61.7%)	174 (29.4%)	41 (6.9%)	12 (2.0%)	3.51
Weighted Mean for Integrity					**3.47**
Accountability					
Do take responsibility for my action as it informs my decisions	348 (58.8%)	192 (32.4%)	39 (6.6%)	13 (2.2%)	3.48
Always meeting deadlines consistently and responsibly	329 (55.6%)	207 (35.0%)	44 (7.4%)	12 (2.0%)	3.44
Can be trusted to handle institutional resources properly	354 (59.8%)	186 (31.4%)	41 (6.9%)	11 (1.9%)	3.49
Provide adequate explanations for all administrative decisions	318 (53.7%)	213 (36.0%)	47 (7.9%)	14 (2.4%)	3.41
Weighted Mean for Accountability					**3.46**
Fairness					
I ensure equitable access to institutional resources without favoritism	336 (56.8%)	201 (33.9%)	42 (7.1%)	13 (2.2%)	3.45
My decisions are free from personal bias	324 (54.7%)	209 (35.3%)	46 (7.8%)	13 (2.2%)	3.42
I evaluate colleagues objectively	315 (53.2%)	217 (36.7%)	48 (8.1%)	12 (2.0%)	3.41
I consider opposing viewpoints before concluding on issues	327 (55.2%)	203 (34.3%)	49 (8.3%)	13 (2.2%)	3.43
Weighted Mean for Fairness					**3.43**
Transparency					
I share information openly with relevant staff	342 (57.8%)	195 (32.9%)	43 (7.3%)	12 (2.0%)	3.47
I report issues in a timely manner	333 (56.3%)	204 (34.5%)	44 (7.4%)	11 (1.9%)	3.45
I ensure openness in financial transactions	351 (59.3%)	189 (31.9%)	40 (6.8%)	12 (2.0%)	3.48
I keep stakeholders informed about important decisions made	339 (57.3%)	198 (33.4%)	42 (7.1%)	13 (2.2%)	3.46
Weighted Mean for Transparency					**3.47**
Respect for Confidentiality					
I do disclose sensitive information only to authorized recipient	357 (60.3%)	184 (31.1%)	39 (6.6%)	12 (2.0%)	3.50
I keep confidential records secured from unauthorized access	362 (61.1%)	178 (30.1%)	40 (6.8%)	12 (2.0%)	3.50
I exercise discretion when handling personal data	346 (58.4%)	193 (32.6%)	41 (6.9%)	12 (2.0%)	3.47

I do not discuss private office matters with outsiders	354 (59.8%)	186 (31.4%)	40 (6.8%)	12 (2.0%)	3.49
Weighted Mean for Respect for Confidentiality					**3.49**
Overall mean for Ethical Behaviour					**3.46**

Source: Field Survey Results (2026)

According to the results in Table 1, the analysis reveals that ethical behaviour among office managers in public polytechnics in South-West Nigeria is at a very high level. Under the integrity dimension, 60.5% of respondents rated very high that they act consistently with organizational values (mean = 3.51), 57.6% rated very high for avoiding dishonest behavior (mean = 3.47), 52.7% rated very high for discouraging unethical practices (mean = 3.40), and 61.7% rated very high for not manipulating data (mean = 3.51). The weighted mean for integrity is 3.47, indicating a very high level of ethical integrity. For accountability, 58.8% rated very high for taking responsibility for their actions (mean = 3.48), 55.6% for meeting deadlines consistently (mean = 3.44), 59.8% for being trusted to handle institutional resources (mean = 3.49), and 53.7% for providing adequate explanations for decisions (mean = 3.41), yielding a weighted mean of 3.46. The fairness dimension shows that 56.8% rated very high for ensuring equitable access to resources (mean = 3.45), 54.7% for decisions free from bias (mean = 3.42), 53.2% for objective evaluation (mean = 3.41), and 55.2% for considering opposing viewpoints (mean = 3.43), with a weighted mean of 3.43. Transparency shows high ratings with 57.8% for sharing information openly (mean = 3.47), 56.3% for reporting issues timely (mean = 3.45), 59.3% for openness in financial transactions (mean = 3.48), and 57.3% for keeping stakeholders informed (mean = 3.46), yielding a weighted mean of 3.47. The respect for confidentiality dimension recorded 60.3% for not disclosing sensitive information (mean = 3.50), 61.1% for keeping records secured (mean = 3.50), 58.4% for exercising discretion with personal data (mean = 3.47), and 59.8% for not discussing private matters (mean = 3.49), with a weighted mean of 3.49. Overall, the weighted mean for ethical behaviour is 3.46, suggesting that office managers in public polytechnics in South-West Nigeria demonstrate a very high level of ethical behaviour. However, there is room for improvement to ensure optimal ethical standards in their administrative functions.

Research Question Two: What is the prevalent organizational culture of office managers in public polytechnics, South-west, Nigeria?

Table 2: *Descriptive Analysis of the Level of Organizational Culture of Office Managers in Public Polytechnics, South-west, Nigeria*

Statements	SA	A	D	SD	Mean
Clan Culture					
Staff members support each other like a family	329 (55.6%)	208 (35.1%)	43 (7.3%)	12 (2.0%)	3.44
Leaders are seen as mentors in the organization	314 (53.0%)	221 (37.3%)	46 (7.8%)	11 (1.9%)	3.42
Interpersonal relationships are highly valued in my organization	308 (52.0%)	227 (38.3%)	44 (7.4%)	13 (2.2%)	3.40
There is open communication across all levels within the organization	321 (54.2%)	214 (36.1%)	45 (7.6%)	12 (2.0%)	3.43
Weighted Mean for Clan Culture					**3.42**
Adhocracy Culture					
Staff are encouraged to be innovative	295 (49.8%)	239 (40.4%)	46 (7.8%)	12 (2.0%)	3.38

The institution supports risk-taking initiatives	281 (47.5%)	247 (41.7%)	52 (8.8%)	12 (2.0%)	3.34
Creativity is central to problem-solving	288 (48.6%)	242 (40.9%)	50 (8.4%)	12 (2.0%)	3.36
Staff are empowered to make changes	276 (46.6%)	251 (42.4%)	53 (9.0%)	12 (2.0%)	3.34
Weighted Mean for Adhocracy Culture					**3.36**
Hierarchy Culture					
Clear procedures govern office operations	341 (57.6%)	198 (33.4%)	42 (7.1%)	11 (1.9%)	3.47
Leadership enforces rules consistently	336 (56.8%)	203 (34.3%)	42 (7.1%)	11 (1.9%)	3.46
There is a formal structure for decision-making	348 (58.8%)	191 (32.3%)	42 (7.1%)	11 (1.9%)	3.48
Policies are strictly followed	332 (56.1%)	207 (35.0%)	42 (7.1%)	11 (1.9%)	3.46
Weighted Mean for Hierarchy Culture					**3.47**
Market Culture					
Focus is placed on performance outcomes	318 (53.7%)	218 (36.8%)	45 (7.6%)	11 (1.9%)	3.42
There is healthy competition among staff	303 (51.2%)	233 (39.4%)	44 (7.4%)	12 (2.0%)	3.40
Managers push for measurable success	311 (52.5%)	226 (38.2%)	43 (7.3%)	12 (2.0%)	3.41
The institution rewards achievement	308 (52.0%)	229 (38.7%)	44 (7.4%)	11 (1.9%)	3.41
Weighted Mean for Market Culture					**3.41**
Overall mean for Organizational Culture					**3.42**

Source: Field Survey Results (2026)

According to results in Table 2, the level of organizational culture of office managers in public polytechnics in South-West Nigeria is very high. The clan culture dimension shows that 55.6% strongly agree that staff members support each other like a family (mean = 3.44), 53.0% strongly agree that leaders are seen as mentors (mean = 3.42), 52.0% strongly agree that interpersonal relationships are valued (mean = 3.40), and 54.2% strongly agree there is open communication (mean = 3.43), yielding a weighted mean of 3.42. The adhocracy culture shows 49.8% strongly agree staff are encouraged to be innovative (mean = 3.38), 47.5% for risk-taking support (mean = 3.34), 48.6% for creativity in problem-solving (mean = 3.36), and 46.6% for staff empowerment (mean = 3.34), with a weighted mean of 3.36. Hierarchy culture records 57.6% for clear procedures (mean = 3.47), 56.8% for consistent rule enforcement (mean = 3.46), 58.8% for formal structure (mean = 3.48), and 56.1% for strict policy adherence (mean = 3.46), yielding a weighted mean of 3.47, the highest among all dimensions. Market culture shows 53.7% for performance focus (mean = 3.42), 51.2% for healthy competition (mean = 3.40), 52.5% for measurable success (mean = 3.41), and 52.0% for rewarding achievement (mean = 3.41), with a weighted mean of 3.41. The overall mean for organizational culture is 3.42, indicating a very high level. This suggests that while hierarchy culture is most dominant, elements of all culture types coexist in these institutions.

Test of Hypotheses

The decision rule here is stated as follows: the pre-set level of significance for this study was 0.05. If the p-value which indicates the significance or the probability value exceeds the pre-set level of significance ($p > 0.05$), the hypothesis stated in null form is accepted. However, if the p-value is less than or equal to 0.05 ($p \leq 0.05$), the hypothesis is rejected.

$H_0$1: There is no significant influence of organizational culture on ethical behaviour of office managers in public polytechnics, South-west, Nigeria.

Table 3 *a-c: Summary of Regression Analysis for the Influence of Organizational Culture on Ethical Behaviour of Office Managers in Public Polytechnics, South-west, Nigeria*

a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.681[a]	.464	.463	.28649

a. Predictors: (Constant), Organizational Culture

b. ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	41.893	1	41.893	41.893	.000[b]
	Residual	48.405	590	.082		
	Total	90.298	591			

a. Dependent Variable: Ethical Behaviour
b. Predictors: (Constant), Organizational Culture

c. Coefficients[a]

Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
	B	**Std. Error**	**Beta**		
1 (Constant)	.843	.124		6.798	.000

a. Dependent Variable: Ethical Behaviour

Source: Field Survey Results (2026)

Table 3a-c presents the results of the regression analysis for the influence of organizational culture on ethical behaviour of office managers in public polytechnics in South-West Nigeria. From the results in Table 4.7a, organizational culture has a positive and strong relationship with ethical behaviour of office managers (R = 0.681). The coefficient of determination (Adj. R^2) of 0.463 shows that organizational culture explains 46.3% of the changes in ethical behaviour of office managers, while the remaining 53.7% variation in ethical behaviour is explained by other variables not investigated in this study. Table 4.7b presents the results of ANOVA (overall model significance) of regression test which revealed that organizational culture has a significant influence on ethical behaviour. This can be explained by the F-value (510.316) and low p-value (0.000) which is statistically significant at 95% confidence interval. Hence, the result posited that organizational culture significantly influenced the ethical behaviour of office managers. In addition, the results of regression coefficients in Table 4.7c revealed that at 95% confidence level, a unit change in organizational culture will lead to a 0.843 increase in the ethical behaviour of office managers, given that all other factors are held constant. On the strength of this result (Adj. $R^2 = 0.463$, $F(1, 590) = 510.316$, $p = 0.000$), this study rejects the null hypothesis one ($H0_1$) which states that there is no significant influence of organizational culture on ethical behaviour of ``office managers in public polytechnics, South-West, Nigeria.

Discussion

The first research question of this study focused on identifying the level of ethical behaviour among office managers in public polytechnics in South-West Nigeria. The result of the descriptive

statistics revealed that the level of ethical behaviour is very high. This indicates that office managers demonstrate relatively high ethical standards across all dimensions including integrity, accountability, fairness, transparency, and respect for confidentiality. For instance, a related study researched to know the role of organizational Culture in fostering ethical behavior within public sector institution, Nigeria, (Brown & Trevino, 2005). Through a survey among 300 administrative staff, their research highlighted the prevalence of unethical practices such as favoritism and emblezzlement, stemming from weak cultural foundations and inadequate enforcement of ethical codes.

The second research question examined the level of organizational culture among office managers. The results indicating a very high level. Hierarchy culture emerged as the most dominant, followed by clan culture, market culture, and adhocracy culture. This suggests that while formal structures and procedures are emphasized, there is also recognition of collaborative relationships and performance orientation. The relatively lower score for adhocracy culture indicates limited emphasis on innovation and risk-taking, which management should address to enhance organizational adaptability. The findings of hypothesis one revealed a significant positive influence of organizational culture on ethical behaviour. This finding is consistent with prior studies that have established that organizational culture shapes employee values, norms, and behaviours. A strong ethical culture creates an environment where integrity, transparency, and accountability are valued and rewarded, thereby promoting ethical conduct among employees. A researcher conducted a comparative analysis of the hospitality industry in Australia and Hong Kong to evaluate the relationship between cultural dimension and ethical behaviour. They observed that collectivist cultures, such as in Hong Kong emphazied group accountability and loyalty, while individualist cultures such as in Australia, focused on personal responsibility. Their findings underscored the need for organizations to adapt ethical policies to align with cultural contexts, thereby enhancing ethical adherence among employees, (Tsets & Johnson, 2021).

Conclusion

This study has established that organizational culture is critical determinants of ethical behaviour among office managers in public polytechnics in South-West Nigeria. The findings demonstrate that this factors, both individually and collectively, exert significant influence on ethical conduct in administrative functions. The very high levels observed across ethical behavior and organizational culture suggest that these institutions have established foundational systems and practices that support ethical conduct.

Recommendations

Based on the findings of this study, the following recommendations are made:

1. Management of public polytechnics in South-West Nigeria should develop and implement comprehensive ethics programs. Ethics committees should be established in each institution to oversee ethical standards and investigate ethical violations.
2. Institutional leaders should work deliberately to strengthen positive organizational cultures by fostering clan culture elements (such as teamwork, mentorship, and interpersonal relationships) and adhocracy culture elements (such as innovation, creativity, and calculated risk-taking) alongside the existing hierarchy culture.

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