

## The Impact of Managers' Deviant Workplace Behavior on Employees in Selected Manufacturing Companies in Maseru Urban, Lesotho

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DOI - <http://doi.org/10.37502/IJSMR.2024.71008>

### Abstract

As the global business landscape grows, issues related to managers' deviant workplace behaviour remain a major concern that needs intervening and alleviation. Consequently, deviant workplace behaviour by managers has been identified as a major concern in most manufacturing companies in Maseru, Lesotho. This paper established that deviant workplace behaviour of managers affects employees in the organisations that they lead. The findings in this study reveal significant correlations between supervisory unethical behaviour and negative employee outcomes, such as decreased job satisfaction and increased turnover intention. The research highlights the importance of ethical leadership and provides recommendations for organizational policy reforms to mitigate unethical practices. This study contributes to the existing body of knowledge by offering a comprehensive analysis of the dynamics between supervisory conduct and employee well-being.

**Keywords:** Deviant workplace behavior; Manufacturing companies; Employees; Maseru Urban; Lesotho

### 1. Introduction

As the global business landscape continues to progress, issues related to deviant workplace behaviour remain a major concern that needs intervening and alleviation (Lundber, 2021). It is important to maintain integrity in the workplace as it promotes employee morale and productivity as well as the success of any organization (Andrew and Westin, 2022). However, the presence of unethical leaders in the workplace can significantly affect employees, leading to poor decision-making and organizational instability. Azare (2021) stated that unethical behaviour is an action that falls outside of what is considered moral. This includes any deeds that violate the law, such as abusive behaviour, dishonesty to employees, violating company policies, and the rights of employees (Azare, 2021). Sunday (2011) clarified that unethical behaviour in the workplace encompasses a wide range of actions that deviate from accepted moral and ethical standards. These actions can include acts of fraud, embezzlement, discrimination, harassment, and deception. Trevino (2015) showed that unethical behaviour in the workplace can be observed in situations like embezzlement, fraud, workplace harassment, data breaches, and other unethical practices. Also, managers take part in unethical behaviour by themselves or by endorsing such behaviour among employees (Johnson, 2016). In addition, assaulting or harassing subordinates, being absent or late at work, slowing down production, stealing the company's money or materials are examples of workplace deviant behaviors (Zappalà, Sbaa, Kamneva, Zhigun, Korobanova and Chub, 2022:2). Also, deviant behaviour

among supervisors in the manufacturing industry can manifest as exploitation of workers' rights, including instances of wage theft, unsafe working conditions, and failure to provide adequate benefits (Smith, 2023).

Moreover, deviant practices in the workplace, especially when committed by managers, tend to adversely affect employee integrity and the whole organization (Peterson, 2015). Quintanilla (2019) stated that the role of managers within an organization is important, as they play a key part in shaping the ethical climate and employees' behavior. Quintanilla (2019) further explained that deviant actions by supervisors can range from favouritism and exploitation to harassment and corruption, all of which can result in a toxic work environment. Such behaviour not only endangers the well-being of individual employees but can also undermine trust, morale, and productivity across the entire organization. Ruberty (2022) highlighted that understanding the dynamics of unethical behaviour by supervisors and its consequences on employee integrity is essential for developing strategies to prevent and mitigate such issues. Hence, this study probes into the in-depth aspects of unethical actions demonstrated by supervisors and managers in the organisations that they lead and how their actions affect employees.

## **2. Objectives**

The objective of this study is to examine the impact of managers' deviant workplace behavior on employees in selected manufacturing companies in Maseru, Lesotho

## **3. Literature review**

### **3.1 Definition of deviant behaviour**

Deviant work behaviours have been defined as voluntary behavior that violates significant organizational norms and in so doing threatens the wellbeing of an organization, its members, or both (Zappalà, Sbaa, Kamneva, Zhigun, Korobanova and Chub, 2022:2). On the other hand, counterproductive work behaviours have been defined as any intentional behaviour on the part of an organization member viewed by the organization as contrary to its legitimate interests (Zappalà et al., 2022:2). These terms have been most frequently used to explain negative behaviour in their variety and impact on both organizations and individuals (Carpenter and Berry, 2017; Marcus, Taylor, Hastings, Sturm & Weigelt, 2016). Therefore, deviant work behaviors and counterproductive work behaviours will be interchangeably used in this study to refer to the workplace unethical behaviour.

### **3.2 Effects of deviant behaviour**

In this section, the effects of deviant behavior will be examined at the employee level as well as the organizational level.

#### **3.2.1 Employee level effects**

##### **3.2.1.1 Employee morale and job satisfaction**

Moreover, the impact of unethical behaviour on employee morale and job satisfaction is compounded in industries characterized by high-pressure environments, such as manufacturing in Maseru CBD. In these settings, where deadlines are tight and production targets must be met, employees rely heavily on supportive and ethical leadership to navigate challenges and maintain motivation. When this leadership is compromised by unethical behaviour, employees

may feel undervalued and unsupported, leading to a decline in morale and job satisfaction. Addressing unethical behaviour is paramount for fostering a positive work culture where employees feel valued, respected, and motivated to contribute to the organization's success (Ranjeeni, 2022; Smith, 2018). By promoting ethical conduct at all levels of the organization and holding supervisors accountable for their actions, organizations can create an environment where employees feel empowered to voice concerns and actively engage in their work.

### **3.2.2.2 Employee morale and ethical decision-making**

The impact of unethical conduct, especially when exhibited by supervisors, extends beyond individual actions to significantly affect employee morale and ethical decision-making processes, thereby posing substantial challenges to organizational integrity and well-being. Research by Johnson and Indvik (2016) underscored the detrimental effect of unethical leadership on employees, highlighting how it fosters counterproductive behaviour and contributes to the development of a negative organizational culture. Such conduct not only erodes trust between supervisors and employees but also undermines the fundamental principles of fairness and integrity within the workplace (Brown, 2019; Peterson, 2015). Moreover, the implications of unethical behaviour on employee morale are profound. Studies (Ranjeeni, 2022; Smith, 2018) demonstrate how exposure to unethical conduct can lead to a decline in employee morale, impacting motivation, job satisfaction, and overall well-being. Employees who witness or experience unethical behaviour may experience heightened stress levels and feelings of disillusionment, leading to decreased engagement and productivity. Additionally, the erosion of trust resulting from unethical conduct can create a sense of uncertainty and insecurity among employees, further exacerbating morale issues. In terms of ethical decision-making, exposure to unethical behaviour can significantly influence employees' judgments and behaviours. Brown (2019) showed how exposure to unethical conduct can lead to compromised ethical decision-making processes, as employees may struggle to reconcile their personal values with the unethical actions of their supervisors. This can result in moral distress and ethical dilemmas, potentially leading to increased turnover rates as employees seek more ethical work environments where their values align with those of the organization (Lee & Williams, 2020).

### **3.2.2 Organizational level effects**

Examining the effects of deviant behaviour within organizational settings, particularly in the manufacturing industry of Maseru CBD, reveals a spectrum of consequences that extend beyond individual experiences to impact the overall workplace environment (Smith, 2018; Peterson, 2015). These include interpersonal dynamics and trust, organizational reputation and external relationships and hostile work environment.

#### **3.2.2.1 Interpersonal dynamics and trust**

The effects of unethical behaviour extend beyond individual experiences to impact the overall workplace environment, particularly in terms of interpersonal dynamics and trust between supervisors and employees (Lundberg, 2021; Jones, 2020; Peterson, 2015). Trust is a foundational element of effective workplace relationships, facilitating open communication, collaboration, and cooperation (Kurai, Banyai, Sipos & Venzel-Szako, 2023). However, when supervisors engage in unethical conduct, it creates a breach in trust that undermines these essential dynamics. Employees may become hesitant to voice concerns or share ideas, fearing

retaliation or disregard from their supervisors (Smith, 2018). This fear can create a culture of silence, where important issues go unaddressed, and innovation is stifled. Also, the breakdown of trust can lead to increased conflict and tension within the workplace, further impeding productivity and eroding employee morale (Kurai et al., 2023). However, transparent communication, accountability for unethical behaviour, and a commitment to ethical conduct are essential for rebuilding trust and fostering a positive work environment (Lee & Williams, 2020; Brown, 2019).

### **3.2.2.2 Organisational reputation and external relationships**

Unethical behaviour by supervisors can tarnish the reputation of the organization, both internally and externally (Jones, 2020; Peterson, 2015). Employees who witness or experience unethical conduct may lose trust in the organization's values and leadership, leading to a decline in organizational loyalty and commitment (Hassan, Kaur, Muchiri, Ogbonnaya & Dhir, 2022). This erosion of trust can result in decreased employee morale and productivity, as well as increased turnover rates (Smith, 2018). Additionally, external stakeholders, such as customers, suppliers, partners, investors, and the general public, may perceive the organization negatively, affecting its brand image and market competitiveness leading to potential business disruptions and loss of opportunities (Ranjeeni, 2022; Lundberg, 2021). Negative publicity resulting from unethical behaviour can lead to financial losses and damage to long-term relationships with stakeholders. Moreover, the consequences of unethical behaviour extend beyond the immediate impact on individual employees to reverberate throughout the organizational culture (Jones, 2020; Brown, 2019). Also, Lundberg (2021) emphasized the potential for lawsuits, regulatory investigations, and financial penalties, which can damage the organization's financial stability and long-term viability.

### **3.2.2.3 Hostile work environment**

Persistent unethical behaviour by supervisors can contribute to the creation of a hostile work environment, characterized by fear, mistrust and diminished employee morale. Researchers (Ranjeeni, 2022; Smith, 2018) examined how exposure to unethical conduct can have profound psychological effects on employees, leading to heightened stress levels and feelings of insecurity. This hostile atmosphere can manifest in various ways, including increased conflict among team members, decreased collaboration, and reluctance to voice concerns or suggestions. Employees may also experience a sense of powerlessness and alienation, further eroding their engagement and commitment to the organization. Additionally, the fear of retaliation or discrimination can deter employees from reporting unethical behaviour, perpetuating a cycle of misconduct and mistrust.

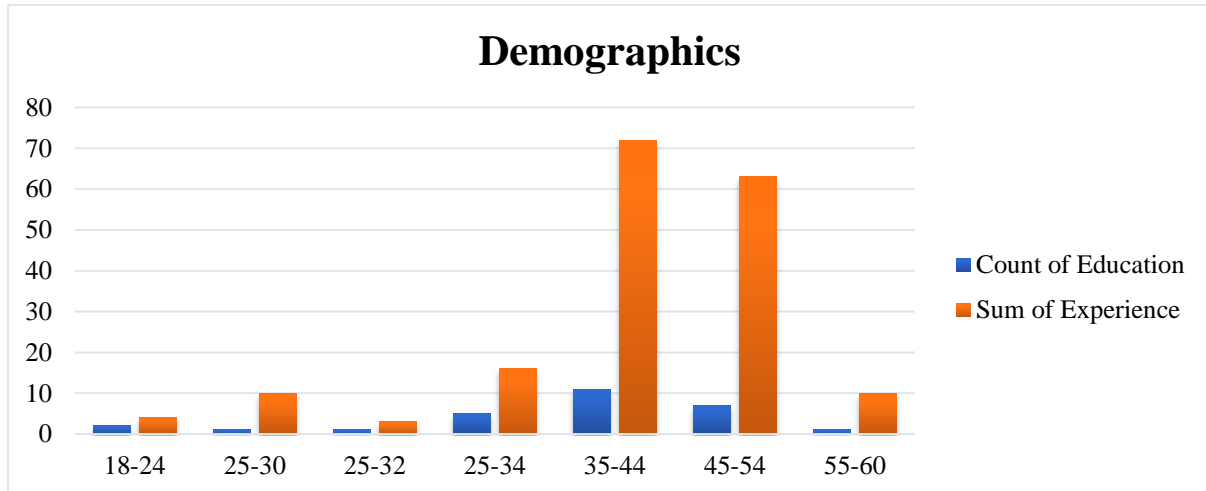
## **4. Materials and Methods**

The target population of 30 participants comprised of employees in Maseru's manufacturing industry who have encountered unethical behaviour from managers. This population was selected due to its relevance that Maseru is clustered with different manufacturing companies that can bring about effectiveness to the research. Also, it is easy to access participants within this context (Smith & Johnson, 2019). Most manufacturing companies are more located in Maseru where potential employees and people are. The sample size of participants was determined from the target population by identifying different companies in manufacturing industry. This was done by distributing questionnaires to 30 participants, where 10 employees

were approached from each company. In this study, descriptive statistics was used to analyse data. Stratified sampling techniques was used in this study.

## 5. Results and Discussion

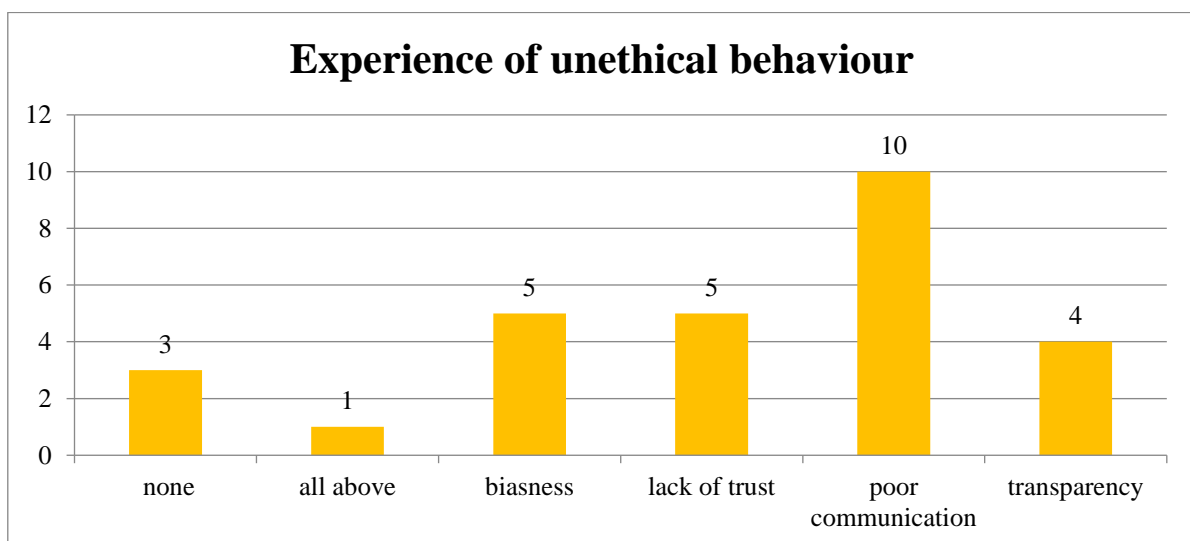
### 5.1 Demographics



**Figure 1: Demographics**

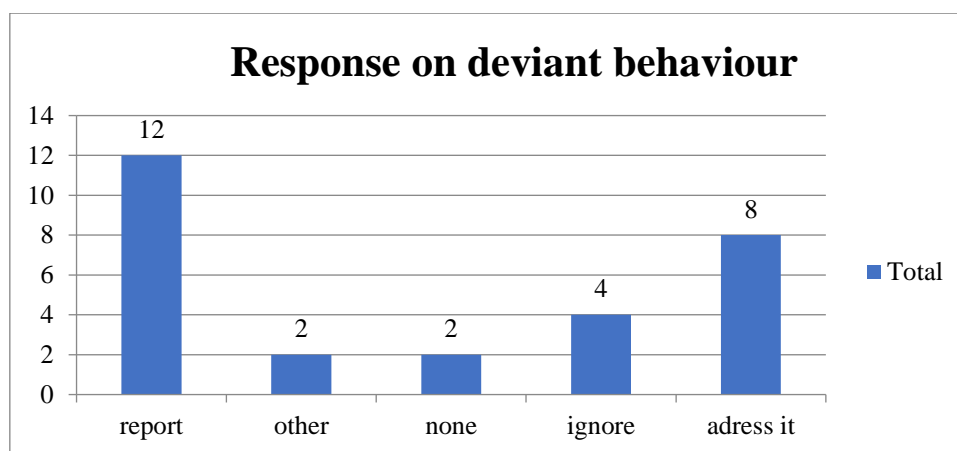
The dataset, detailing the number of individuals and their collective years of experience across different age groups, is relevant to studies on the impact of supervisors' unethical behaviour on employee integrity. Research indicates that younger, less experienced employees (example, 18-24 age group) are more impressionable and susceptible to unethical influences from supervisors (Treviño, 2017). In contrast, more experienced employees (e.g., 35-54 age group) often have stronger ethical foundations and can better resist such influences (Mayer, 2009). Thus, the dataset's demographic breakdown aids in understanding how different employee segments might respond to unethical supervisory behaviour, affecting overall workplace integrity. Thus, the study shed the light how demographics can impact the overall work ethics.

### Effects of deviant behaviour of supervisors on employee's integrity



**Figure 2: Experience on deviant behaviour**

The data in figure 2 reveals how respondents react to deviant behaviour. The majority of respondents, 12 out of 28, chose to report unethical behaviour. This indicates that a significant number of employees feel compelled or safe enough to report such incidents, reflecting confidence in the reporting mechanisms (Smith, 2020). Eight respondents prefer to address the issue directly, suggesting a proactive approach among some employees, potentially when they believe immediate intervention can be effective. Conversely, 4 respondents chose to ignore unethical behaviour, which could signal issues such as fear of retaliation or a belief that reporting will not lead to any meaningful change (Johnson, 2019). Additionally, 2 respondents chose "none," indicating either a lack of awareness or a perception that the behaviour was not significant enough to warrant any action. Finally, 2 respondents selected "other," implying that there are alternative methods for dealing with deviant behaviour that were not captured in the predefined options.



**Figure 3: Types of response on deviant behaviour**

The data from figure 3 reveals a diverse range of responses among respondents regarding deviant behaviour within the workplace. Out of the 28 respondents, 12 chose to report instances of unethical behaviour formally, indicating a proactive approach towards addressing such issues. Additionally, two respondents selected "other," implying alternative methods or responses not specified in the survey, while another two respondents did not take any action, potentially due to unawareness or a perception of insignificance. Four respondents chose to ignore deviant behaviour, possibly due to fear of retaliation or a lack of trust in the reporting system. On the other hand, eight respondents preferred to address the deviant behaviour directly, showcasing a proactive stance towards resolving such issues within the workplace. This wide of responses underscores the significance of clear guidelines, effective reporting mechanisms, and a supportive organizational culture in appropriately addressing and resolving instances of unethical behaviour (Smith, 2020).

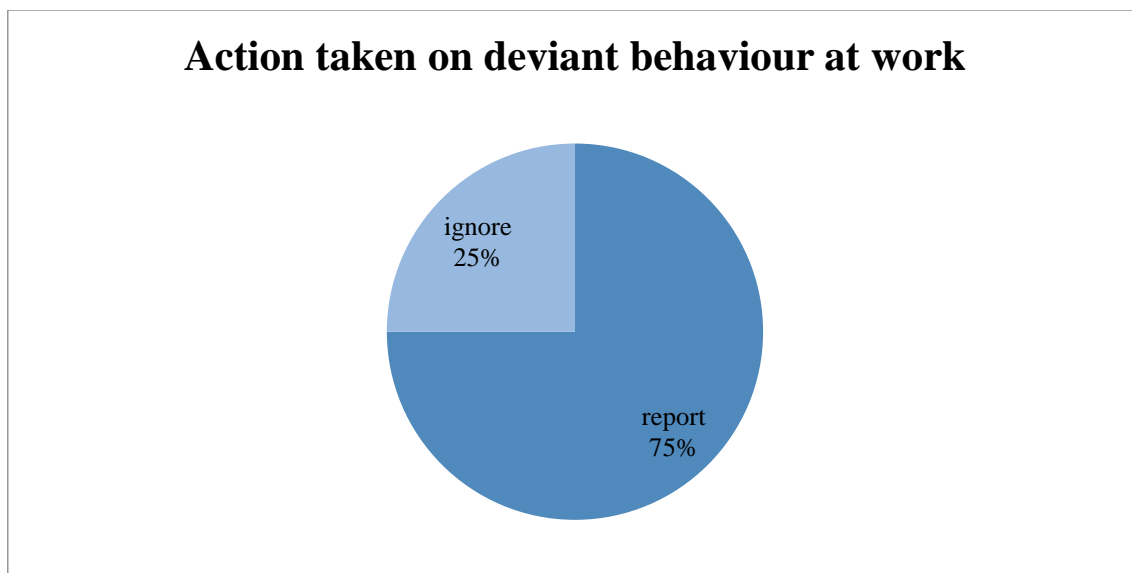
### Effect of deviant behaviour

**Table 1: Effects of deviant behaviour**

Effect of deviant behaviour	Sum of respondents
Negatively	18
Positively	10

<b>Grand Total</b>	<b>28</b>
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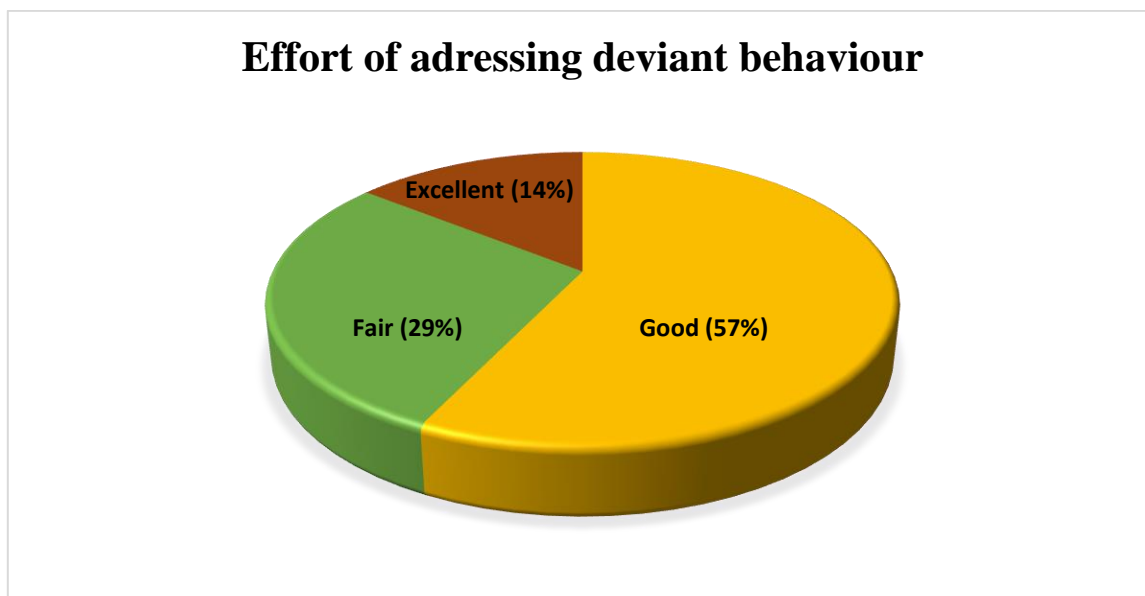
The data in Table 1 shows the perceived effects of deviant behaviour among respondents. A significant majority, 18 out of 28 respondents, indicated that deviant behaviour negatively affects them, while 10 respondents reported a positive effect. This majority response underscores the detrimental impact that deviant behaviour, particularly by supervisors, can have on employee integrity and overall morale. The negative effects can include decreased trust, reduced motivation, and potential harm to organizational culture (Smith and Johnson, 2020). The fact that 10 respondents perceived a positive effect is surprising and may suggest complex dynamics such as benefiting from unethical practices or adapting coping mechanisms that mitigate negative impacts. However, this positive perception does not align with the broader understanding of ethical workplace behaviour, which generally advocates for integrity and fairness (Adams and Balfour, 2017). Overall, the data highlights the need for addressing deviant behaviour to foster a more positive and ethical work environment.



**Figure 4: Action taken on deviant behaviour**

The dataset indicating that the majority of respondents (21 out of 28) chose to report deviant behaviour, while 7 chose to ignore it, is closely related to the study of deviant behaviour signified by supervisors on employee integrity. This finding suggests that most employees are proactive in addressing deviant behaviour, reflecting confidence in reporting mechanisms or a strong sense of duty towards maintaining integrity. However, the fact that 7 respondents ignored deviant behaviour highlights a significant concern, potentially indicating fear of retaliation, lack of trust in the reporting process, or perceived futility in reporting. These issues are vital as they can be influenced by supervisors' behaviour. Research by James (2018) and Mayer et al. (2020) emphasizes that supervisors play a pivotal role in shaping employees' ethical behaviour and their willingness to report misconduct. Supervisors who model ethical behaviour and support reporting mechanisms can foster an environment where employees feel safe to report deviant actions. Conversely, if supervisors are perceived as retaliatory or indifferent, employees may be discouraged from reporting, undermining organizational integrity. Therefore, the findings underscore the need for robust support systems and ethical

leadership to ensure all employees feel confident and protected when reporting deviant behaviour, thereby enhancing the organization's ethical climate.



**Figure 5: Effort of addressing deviant behaviour**

The findings from figure 5, where 16 out of 28 respondents rated the efforts to address deviant behaviour as good, 8 rated them as fair, and 4 rated them as excellent, with no poor ratings, indicate a general satisfaction with the organization's approach to managing deviant behaviour. This positive perception aligns with studies on the impact of supervisors' ethical behaviour on employee integrity, which emphasize that effective ethical leadership and robust reporting mechanisms are crucial for fostering a culture of integrity and accountability. The majority rating of "good" suggests that employees believe there are effective measures in place, reinforcing the idea that supportive and ethical supervisory practices contribute to employees' confidence in the system. However, the presence of "fair" ratings highlights that there is still room for improvement, indicating that some employees feel the efforts could be enhanced, possibly by further strengthening support systems and ensuring consistent ethical behaviour from supervisors. This is consistent with Johnson (2018), who suggests that continuous improvement in ethical practices and reporting mechanisms is necessary to address lingering concerns and enhance overall organizational integrity.

#### **4.4 Effects of managers' deviant behaviour on employee morale and ethical decision making.**

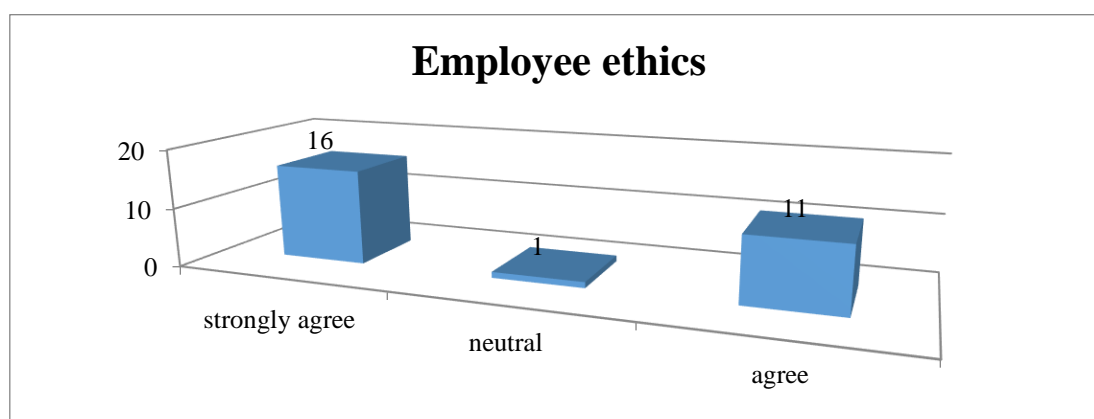
**Table 2: Effects of witnessing managers' deviant behavior on employee morale and ethical decision making**

<b>Effects of witnessing managers' deviant behaviour on employee morale and ethical decision making</b>	<b>Sum of respondents</b>
All of the above	3
Causes distrust among team members	7
Decreases job satisfaction	3



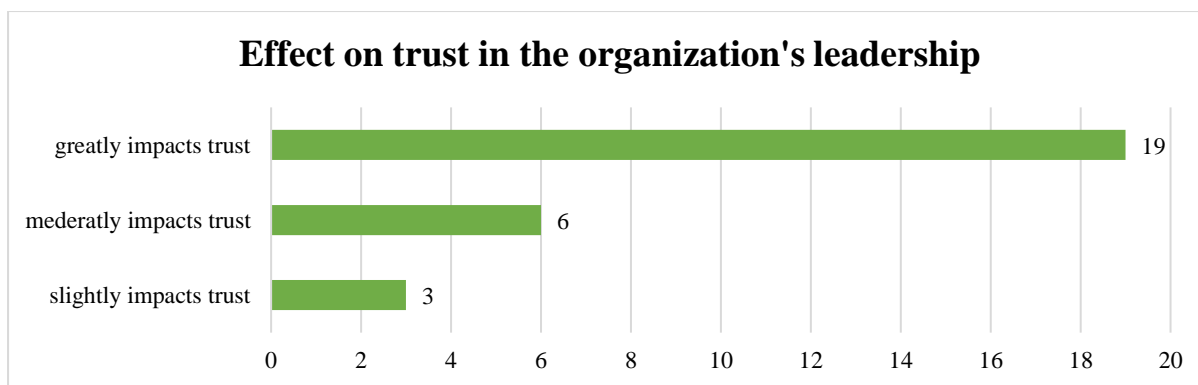
Increases stress levels	1
Leads to decreased productivity	14
<b>Grand Total</b>	<b>28</b>

The data from Table 2 shows that witnessing deviant behaviour of managers significantly contributes to a decline in employee morale. Specifically, 7 respondents noted that it causes distrust among team members, 3 respondents mentioned a decrease in job satisfaction, and a significant 14 respondents highlighted that it leads to decreased productivity. These findings align with research on the negative impact of unethical behaviour on employee morale and organizational outcomes. For instance, James (2020) discusses how unethical behaviour can erode trust, reduce job satisfaction, and ultimately impair productivity. Similarly, studies (Robinson & Bennett, 2018; Kelloway, 2010) underscored the detrimental effects of unethical conduct on workplace dynamics and employee well-being. The data thus reinforces the critical need for ethical practices within organizations to maintain high morale and productivity levels.



**Figure 6: Types of response on employee ethics**

The data in figure 6 indicates a strong consensus among respondents regarding the compromise of employee ethics due to unethical behaviour. Specifically, 16 respondents strongly agree that unethical behaviour compromises employee ethics, while 11 respondents simply agree with this statement. Additionally, one respondent is neutral on the issue, and there are no respondents who strongly disagree or disagree. This overwhelming agreement emphasizes the widespread recognition of the detrimental effects of unethical behaviour on employee ethics within the organization. This finding aligns with studies by Rest (2020), who highlight that unethical behaviour by supervisors or within an organization can significantly undermine employees' ethical standards and moral reasoning. The strong agreement among respondents underscores the critical impact of a leader's behaviour on their subordinates, reinforcing the importance of ethical leadership in maintaining organizational integrity. The absence of disagreement or strong disagreement indicates a unified perception of the negative consequences of unethical behaviour, suggesting that employees are highly aware of how such conduct can erode trust and ethical standards. Moreover, the presence of one neutral respondent suggests that while the recognition is widespread, there might be nuanced views on the extent of the impact, pointing to the need for continuous efforts in promoting and reinforcing ethical behaviour across all organizational levels (Kaptein, 2011).



**Figure 7: Effect on trust in the organisation's leadership**

Figure 7 shows a unanimous agreement among respondents regarding the significant impact of unethical behaviour on trust within the organization. Specifically, 19 respondents strongly agree, and 6 respondents moderately agree that unethical behaviour greatly or moderately impacts trust. Only 3 respondents noted a slight impact, while none indicated that unethical behaviour does not impact trust. This data underscores the widespread acknowledgment of the detrimental effect of unethical conduct on trust levels in the workplace, highlighting the critical importance of addressing such behaviour to maintain a trustworthy and ethical organizational culture. These findings are consistent with research by Smith (2020), who emphasizes that unethical behaviour can severely damage organizational trust, leading to a toxic work environment. Additionally, studies by Dirks and Ferrin (2017) also support the notion that trust is a fundamental component of organizational effectiveness and is significantly undermined by unethical actions. The unanimous agreement among respondents reflects a strong consensus on the necessity of ethical conduct to preserve trust and integrity within the organization, thereby promoting a healthy and productive work environment.

**Table 3: Observing behaviour**

Observing unethical behaviour restricts employees to speak up	Sum of respondents
Believe	7
Disbelieve	4
Neutral	2
Strongly believe	14
Strongly disbelieve	1
<b>Grand Total</b>	<b>28</b>

The data from table 3, which shows that observing unethical behaviour significantly impacts employees' willingness to speak up, directly relates to the study of "unethical behavior signified by supervisors on employee integrity." The finding that many employees feel restricted from speaking up underscores the importance of effective reporting mechanisms and a supportive environment. Supervisors who engage in or tolerate unethical behaviour can create an atmosphere where employees fear retaliation or doubt the effectiveness of reporting systems, thus compromising organizational integrity. This erosion of trust and psychological safety aligns with the study's focus on the profound impact of supervisors' actions on employee integrity and the overall ethical climate. It highlights the critical role of ethical leadership in fostering an environment where employees feel confident in addressing unethical conduct. The

data suggests that promoting an ethical culture requires not only formal mechanisms but also an atmosphere of trust and support, emphasizing the need for supervisors to actively uphold and model high ethical standards.

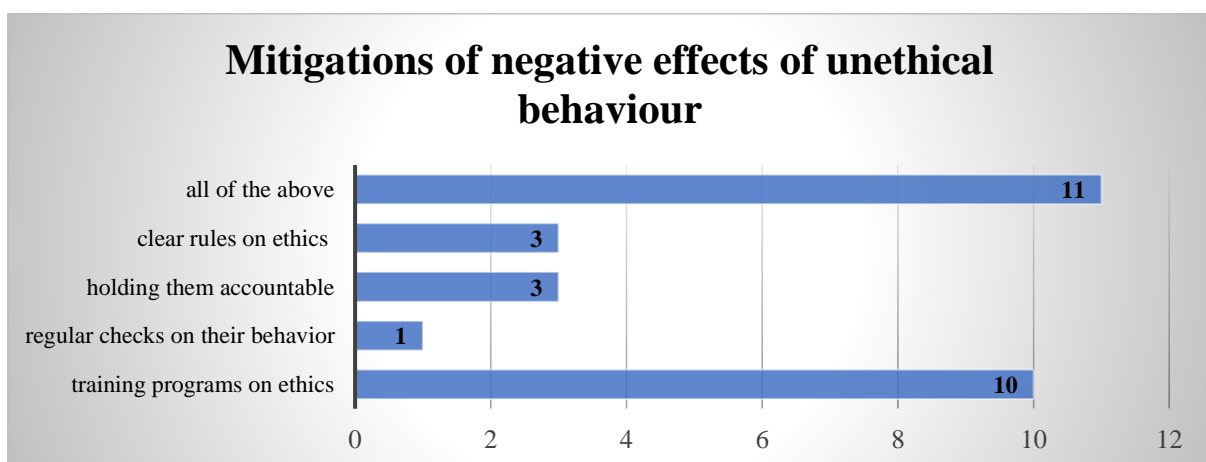
**Table 4: Extend to which unethical behavior erode the organisation value**

<b>Extend to which unethical behaviour erode the organisation values</b>	<b>Sum of respondents</b>
Significantly erodes values and culture	24
Moderately erodes values and culture	4
<b>Grand Total</b>	<b>28</b>

The data from Table 4 reveals a stark consensus among respondents regarding the impact of unethical behaviour on organizational values and culture. Specifically, 24 respondents believe that unethical behaviour significantly erodes values and culture, while 4 respondents perceive a moderate erosion. Notably, none of the respondents indicated that unethical behaviour has only a slight impact or no impact at all on organizational values and culture. This data underscores a widespread acknowledgment of the substantial negative effect of unethical behaviour on the core values and cultural fabric of the organization, highlighting the critical need to address such behaviour to preserve organizational integrity and ethical standards.

This finding relates to the study of deviant behaviour signified by supervisors on employee integrity by emphasizing how supervisors' actions can profoundly influence organizational culture and values. When supervisors engage in unethical behaviour, it not only impacts individual employee integrity but also permeates the organizational culture, eroding the shared values that define the organization. The consensus among respondents illustrates the extensive recognition of this issue and the critical importance of maintaining ethical behaviour at all levels of leadership. Addressing unethical behaviour is thus essential for sustaining an ethical culture and ensuring that organizational values remain intact, fostering a trustworthy and accountable workplace environment.

#### **Proposed interventions to mitigate negative effects of unethical behaviour**



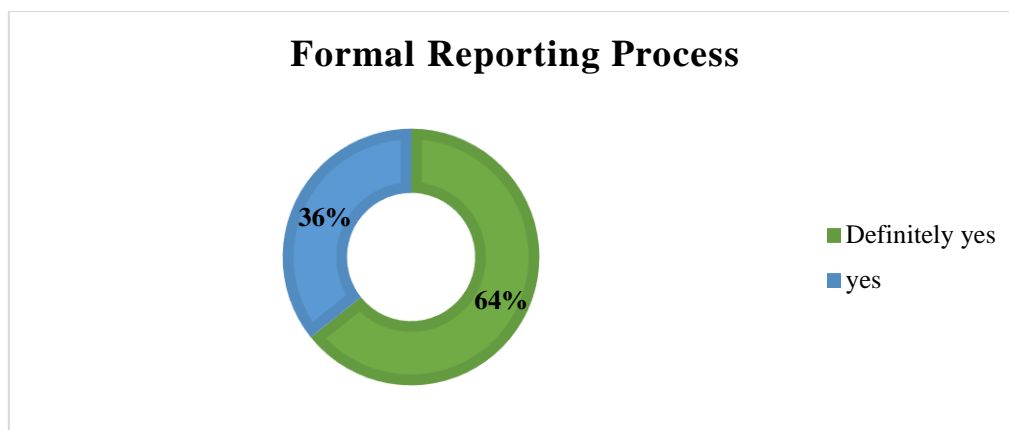
**Figure 8: Mitigations of negative effects of unethical behaviour**

In figure 8 respondents provided a detailed insight into strategies for encouraging supervisors to act ethically within the organization. The most commonly suggested approach, cited by 10 respondents, was implementing training programs focused on ethics. This indicates a recognition of the importance of educating supervisors about ethical standards and expectations. Additionally, one respondent emphasized the need for regular checks on supervisors' behaviour, suggesting a monitoring mechanism to ensure adherence to ethical guidelines. Three respondents highlighted the importance of holding supervisors accountable for their actions, indicating a need for consequences and transparency in dealing with unethical conduct. Another three respondents emphasized the necessity of clear rules on ethics, underscoring the importance of having well-defined ethical guidelines and policies in place. Interestingly, 11 respondents believed that a combination of all these approaches training programs, regular checks, holding accountable, and clear rules would be most effective in encouraging ethical behaviour among supervisors. This data reflects a comprehensive understanding among respondents that addressing ethical issues among supervisors requires a multifaceted strategy that includes education, monitoring, accountability, and clear ethical guidelines.

**Table 5: Effectiveness of the reporting process on deviant behaviour**

<b>Effectiveness of the reporting process on deviant behaviour</b>	<b>Sum of respondents</b>
Yes, it's clear	14
Yes, but needs fixing	12
Other	1
No, but we need one	1
<b>Grand Total</b>	<b>28</b>

Table 5 presents a diverse range of perspectives regarding the clarity and effectiveness of the process for reporting deviant behaviour within the organization. While 14 respondents indicated that there is a clear process for reporting deviant behaviour and expressed satisfaction with the existing mechanisms, 12 respondents noted that although there is a process in place, it requires fixing, pointing towards areas for improvement to enhance efficiency and usability. Additionally, one respondent provided an alternative response categorized as other, which could indicate unique suggestions or perspectives not covered in the predefined options. Notably, none of the respondents stated that there is no process for reporting deviant behaviour, suggesting that the organization has established reporting channels.



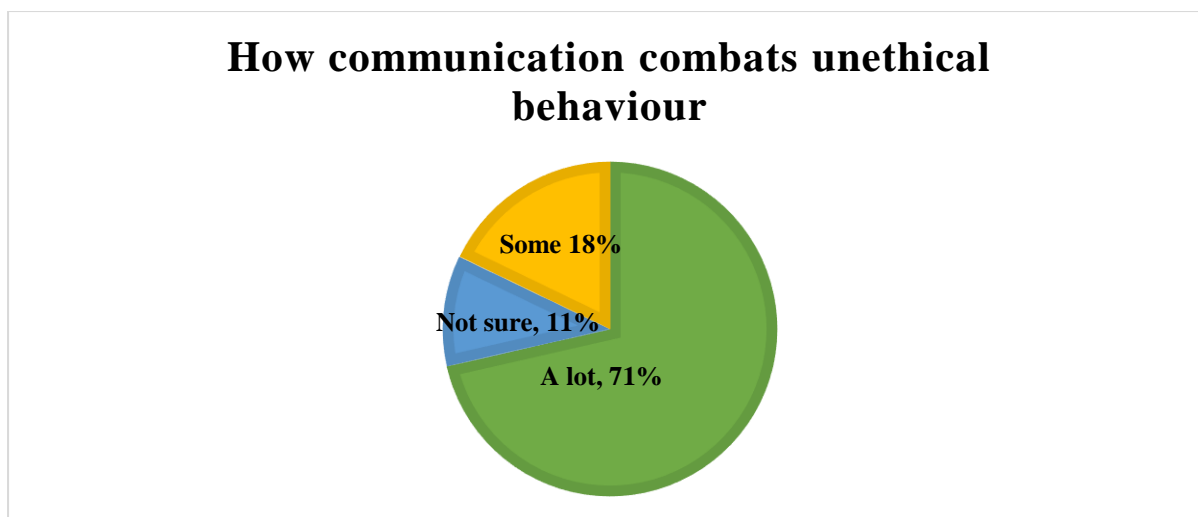
**Figure 9: Formal reporting process**

Figure 9 reveals the attitudes of respondents towards reporting bad behaviour in the absence of a formal process. 64% of respondents believe that bad behaviour can be reported without following a formal process while 36% of respondents expressed a positive affirmation that reporting bad behaviour is possible without a formal process, although not as definitively as the first group. These findings indicate a strong sense of empowerment and a commitment to speaking up against misconduct regardless of formal structures. Additionally, none of the respondents expressed uncertainty or believed that reporting without a formal process is impossible.

**Table 6: Importance of ethics training**

Importance of regular ethics training for employees	Sum of respondents
Definitely yes	21
Yes	7
<b>Grand Total</b>	<b>28</b>

The results in table 6 show support among respondents for regular ethics training. Specifically, 21 respondents indicated that they definitely support the issue of regularly holding ethics training for employees. The other 7 respondents just showed the 'yes' responses to regularly holding ethics training for employees. All these responses underscore the employees' understanding of the perceived importance of ethics training in fostering ethical behaviour within organizations. These findings suggest that ethics training is seen as a tool in mitigating unethical conduct by supervisors and enhancing employee integrity. The positive outlook on ethics training is supported by existing literature, which emphasizes the role of ethical training in shaping organizational culture and behaviour. For instance, Trevino, Weaver and Brown (2019) also found that ethics training can lead to a significant reduction in unethical practices by increasing awareness and accountability among employees and supervisors alike. Therefore, incorporating regular ethics training programs could be a strategic approach to addressing and reducing unethical behaviour by supervisors, ultimately promoting a culture of integrity within organizations.



**Figure 10: How communication combats unethical behaviour**

Figure 10 provides valuable insights into respondents' perspectives on the role of communication by supervisors in addressing unethical behaviour within the organization. A substantial majority, comprising 71% of respondents, firmly believe that effective communication by supervisors can significantly help stop unethical behaviour, highlighting the crucial role of leadership communication in promoting ethical conduct and setting behavioural standards. However, 11% of respondents expressed uncertainty about its effectiveness, and 18% of respondents believed that it can help to some extent, showcasing varying levels of confidence in the impact of communication on addressing bad behaviour. The fact that none of the respondents dismissed the effectiveness of communication by supervisors entirely, clearly shows a widespread recognition of its importance in influencing employee behaviour. As result, these findings underscore the significance of clear and consistent communication from supervisors in shaping organizational culture and fostering an ethical work environment, aligning with existing research on leadership communication and ethical behaviour (Nelson, 2020).

## 5. Conclusion

The research explored the impact of deviant behaviour of managers on various aspects of organizational integrity, employee morale, and trust within the workplace. It revealed a general consensus among respondents that deviant behaviour, particularly when exhibited by supervisors or managers severely compromises employee ethics, leading to decreased morale, job satisfaction, and productivity. Many employees reported a reluctance to speak up about misconduct, citing fears of retaliation and a lack of trust in the reporting mechanisms. The data also highlighted a unanimous recognition of the detrimental effects of deviant behaviour on organizational values and culture, emphasizing the need for robust ethical leadership and effective support systems. Overall, the findings underscore the critical importance of addressing deviant behaviour to maintain a healthy, ethical, and productive organizational environment.

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