
**WORK ETHICS AND EMPLOYEES JOB SATISFACTION IN HONDA
MANUFACTURING LIMITED ABUJA, NIGERIA**

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ABSTRACT

The high rate of unemployment in the country has compelled majority of the work force to accept job offer without minding the ethical values of the organizations. This resulted to lack of passion for the job, which leads to job dissatisfaction and low productivity. This study investigated the effect of work ethics on employee's job satisfaction in Honda Manufacturing Limited, Abuja, Nigeria. Quantitative research design was adopted with a structured questionnaire for data collection. The sample size of the study was 122 employees working with Honda Manufacturing Limited in Abuja. Census-based sampling technique was employed for this study. Descriptive and multiple linear regression analysis techniques were used for data analysis. The result showed R^2 of 0.724%, which indicated that the model for the study has a good fit. The findings revealed that employee integrity, discipline and cooperation had a positive and significant effect on job satisfaction.

This indicates that when integrity, discipline and cooperation are embedded in workplace, it enhances employees' productivity, foster retention and overall job satisfaction. The study concluded that promoting integrity, uphold disciplinary standards and teamwork among employees play a significant role in enhancing job satisfaction. These findings provide actionable insights to policymakers and management of Honda Manufacturing Limited, Abuja, Nigeria to strengthen its disciplinary procedures, culture of honesty and cooperation among employees that will help to foster stronger work relationships and improve job satisfaction.

Keywords: *Work ethics, employees, Job satisfaction, Manufacturing*

1. Introduction

In today's dynamic and competitive business environment, employees are one of the greatest assets organizations leverage on to render services to their customers (Kiruru & Mose, 2023). These employees possess the requisite knowledge, talents, skills, and abilities that are vital for organizational operations (Arsawan, Wirga, Rajiani & Suryantini, 2020). This implies that employees are the vehicle of carrying out the needed activities required to achieve the desire objective of manufacturing sector (Onyeka-Udeh, 2022).

More so, the success of every organization depends on courteous treatment of employees by their pay masters which in turn demonstrate a good work ethics and effective customer's service delivery (Tan, Yuswardi & Setyawan, 2024). Owing to this, job satisfaction is one of the basic attitudes that impact on human conduct in the workplace (Rodrigo, Kuruppu & Pathirana, 2022). Furthermore, Romi, Ahman, Suryadi and Riswanto (2020) submitted that employees perceive job satisfaction as how well their job provides those benefits, they anticipate to derive while working in an organization. Moreover, Soleman, Armanu, Aisjah and Sudjatno (2020) affirmed that an employee that drives fun in executing their task will be more willing to give extra effort to work for the benefit of the whole organization. A satisfied employee can enhance company productivity, reduce turnover and less job stress as well as create a friendly customer service that will ultimately increase profitability in an organization (Romi *et al.*, 2020).

Work ethics is important in today's business because employee's behaviour strongly contributes to the success of manufacturing industry (Leuhery, 2023). Saban, Basalamah, Gani and Rahman (2020) opined work ethics of employees as the moral principles guiding the conduct of employees in executing task within the manufacturing company. On the other hand, Sihite, Yulistiyono, Lusono and Utami (2023) postulated that manufacturing companies focus more on developing normative rules containing a system of values that serve as a guide for employees in performing duties within the company. These values enable employees to feel more invested in company success and therefore work harder to help achieved

organizational goal. However, Strong work ethics influences organizations employee's productivity, profitability, macroeconomic growth and sustainable human development (Caniago & Mustoko, 2022). Despite this, the desperation of the manufacturing industry to achieve corporate goals and workers' desire for equity have naturally affected etiquette, integrity, self-discipline and by extension the level of performance and job satisfaction within the framework of employment relationship (Aji, Rumengan, & Rumengan, 2020). The high rate of unemployment in the country has forced majority of the work force to accept employment without minding the ethical value of the organizations. This result to lack of passion for the job, which leads to job dissatisfaction and low productivity among employees (Suryani, Sudrajat, Hendryadi, Oktrivina, Hafifuddin & Buto, 2021). Based on this, this study seeks to investigate the effect of work ethics on employee job satisfaction in Honda Manufacturing Limited Abuja, Nigeria.

The remainder of this paper is organized as follows: The literature review of work ethics and job satisfaction is presented in section two. Section three discusses the methodology and data source; Section four is the presentation of results and discussion of findings. Section five provides the concluding and policy recommendations of the paper.

2. Literature Review

2.1 Conceptual Consideration

Work ethics refers to the set of moral principles that employees uphold when performing task in an organization (Ajuna, 2021). Suryadi and Gebang (2022) asserted work ethics as the ability to maintain proper moral values within the workplace that shape the way employees perform duties in an organization. Similarly, Panjaitan, Butarbutar, Panjaitan, Nainggolan, and Barus (2022) considered work ethics as the overall framework that guide employee behaviour at work. Additionally, Jufrizen and Pratiwi (2021) opined that work ethics is the character, attitudes, habits and beliefs that influence an employee or group of people in the organization to perform their task well. Yanti, Rumengan and Gunawan, (2021) affirmed work ethic as the values associated with person's honesty, teamwork and hard work that can influence quality customer relationship as well as ensure effective and efficient service delivery. However, this study conceptualized work ethics as integrity, cooperation and discipline among employee and if properly adhered to in an organization, it will promote proper communication and respect among employees that will enhance employee's productivity and job satisfaction (Bataineh, 2020; Paudel & Shahi, 2023; Caniago & Mustoko 2022; Yanti, *et al.* 2021).

Interestingly, integrity is seen as employee's honesty, truthfulness or accuracy of one's actions in carrying out his responsibility in the working

environment (Bataineh, 2020). Meanwhile, cooperation refers to people working together in harmony in order to achieve a common goal (Caniago & Mustoko 2022). Similarly, discipline could be seen as an art of self-control, self-reliance, self-determination and self-sufficiency, which stimulates an employee to sustain his/her decisions towards achieving organizational set goals (Yanti, *et al.* 2021). However, the study’s second variable; employee’s job satisfaction is measured as workers' contentedness with their job (Ahmad, Zahid, Wahid & Ali, 2021; Kiruru, & Mose, 2023). More so, Sihite *et al.* (2023), Tan *et al.* (2024), Bataineh (2020), and Aflah, Suharnomo, Mas'ud and Mursid (2021) measure job satisfaction in their studies based on employees physiological needs, satisfaction in the work itself, good remuneration, safety needs, social needs, self-esteem needs, and self-actualization. For the purpose of this study, job satisfaction is conceptualized as employee’s contentment with their job as used in the studies of (Kiruru & Mose, 2023; Ahmad *et al.* 2021). The rationale for the selection is based on the fact that the goal of an organization can only be achieved if employees derive fun in executing tasks.

The conceptual framework depicts the independent and dependent variables as discussed in the literature review and elaborated in the Figure 1.



Figure 1: Conceptual Framework

2.2 Theoretical Review

This study is anchored on the theory of planned behaviour (TPB). The theory was developed by Icek Ajzen in 1985. The theory, spring from reasoned action theory and is based on behavioural intent assumption; behavioural intentions state that an employee behaviour is been influenced by his personal attitude, subjective norms and perceived organization ethical values that shape his intention to work (Hati, Fitriasih and Safira, 2019). The theory of planned behaviour uses an employee’s personal attitude which may be characterized by integrity, cooperation and discipline culture to achieve organizational goal. However, an employee attitude and perceived behavioural control can have a positive or negative impact on his intention to work and the action depends on the perception of ethical values (Ju *et al.*, 2019).

2.3 Empirical Review

Bataineh (2020) explored the effect of work ethics on job performance in international Small and Medium- Sized Enterprise (SMEs) in Al-Hassan Industrial Estate in Jordan. Work ethics is conceptualized in this study through the following components: integrity, responsibility, equality and self-discipline. Job satisfaction is conceptualized in the study as employee meeting up the following need: physiological needs, safety needs and social needs. The target population of the study is 257 employees of SMEs in Al-Hassan industrial Estate. The sample size of the study is 117 employees. More so, a total of 117 questionnaires were administered to employees of SMEs in Al-Hassan industrial Estate via mail to collect data for the study, out of which only 103 questionnaires were received from respondents. Analysis of Variance (ANOVA) and linear regression analysis were adopted in the study to test the main hypothesis using statistical package for social science (SPSS) version 24. The findings indicated that integrity, responsibility, equality and self-discipline significantly improved employee's job performance of SMEs in Al-Hassan Industrial Estate. Furthermore, the independent variables (integrity, responsibility, equality and self-discipline) have a statistically significant correlation relationship with the dependent variable (job performance).

Paudel and Shahi (2023) investigated the effect of Quality Work Ethics and Job Satisfaction in Commercial Bank of Sainamaina Municipal. Quality Work Ethics was conceptualized as care, regulation, instrument, hard work and work goal. Job satisfaction was conceptualized as satisfaction in the work itself, good remuneration expectation and goal setting. The study employed a quantitative research design with a target population of 85 employees drawn from 11 Commercial Banks in Sainamaina Municipal. Structured questionnaire was used to collect data from the respondents. Multiple regression analysis was used to analyze data collected. The result showed an R square of 0.381, which indicates the 38.1% change in job satisfaction is explained by hard work, care, instrument, regulation and work goal. More so, the regression results revealed that care, regulation, instrument, hard work and work goal significantly impact on job satisfaction.

Manaf (2024) analysed the influence of work ethics and work stress on employee job satisfaction Pengasian Health Center in Indonesia. Work ethics was conceptualized as responsibility, integrity, teamwork, dedication, and professionalism. Work stress was measured as excessive workload, high responsibilities, deadline pressure and unrealistic work demands. More so, job satisfaction was measured as work-life balance, awards received, and opportunities for professional development. A sample size of 58 employees of Pangasinan Health Center was employed for the study. The sampling technique used was census-based sampling technique because the number of populations is relatively small. Structured questionnaires were used to collect data for the study. Multiple linear

regression was used to test the relationship between work ethics, work stress, and job satisfaction. The results showed that responsibility, integrity, dedication, teamwork and professionalism had a significant positive influence on job satisfaction, while excessive workload, high responsibilities, deadline pressure and unrealistic work demands had a significant negative influence on job satisfaction.

Nurjanah and Eko (2025) investigated the effect of work ethics and career development on job satisfaction within the security department of PT Summarecon Agung Tbk in Indonesia. Work ethics was conceptualized as responsible, positive work, work discipline, diligent. Career development was conceptualized as measured as exposure, network, and opportunity for growth. More so, job satisfaction was measured as wages, promotional opportunities, and supervisor. The study employed a quantitative research design with a total population of 150 employees security department at PT Summarecon Agung Tbk. Purposive sampling technique was used to select a sample of 45 employees comprises of Head of Departments/Units/ Section of the Company. Structured questionnaire was used to collected data from respondents. Partial Least Square- Structural Equation Modelling (PLS-SEM) was used for analysing the data collected. The findings revealed that employee's sense of responsibility, work discipline, positive work, diligent positively and significantly affect job satisfaction, while career development (exposure, network, and opportunity for growth) positively and significantly influence job satisfaction.

Based on this review, it is evident that the studies reviewed are of foreign base and focused on banking sector, health and SMEs, while neglecting manufacturing sectors. It is clear that geographical and industry wise gaps exist. Therefore, this study fills this gap.

3. Methodology

The study employed quantitative research design as used in the studies of (Paudel and Shahi, 2023; Nurjanah and Eko, 2025). This research design was considered fit for the study because it allows the use of survey instruments to elicit responses about work ethics dimensions and employees job satisfaction of Honda Manufacturing Limited Abuja, Nigeria. The population for this study is 122 employees working with Honda Manufacturing Limited Abuja, Nigeria. Census-based sampling technique was employed for the study. Primary source of data collection was used to gather relevant information by way of administering structured questionnaire to the employees of Honda manufacturing company in Abuja. The structured questionnaire was administered by the researcher himself and employed the services of two research assistants that facilitated in the administration. The face and content validity of the questionnaire was done by research experts in the Department of Entrepreneurship and Business Studies of the

Federal University of Technology Minna. The reliability was determined using test-retest technique during the pilot study. The study used multiple linear regression analysis to measure the effect of each of the three dimensions of work ethics on employee's job satisfaction. Descriptive statistics was also used to analyse the respondents' demographic data.

In assessing the effect of work ethics on employees' job satisfaction in Honda manufacturing limited Abuja, Nigeria, an econometrics model was built around the components of work ethics (employee integrity, employee cooperation and employee discipline) and job satisfaction. The model was thus used in estimating the effect of these components on Honda Manufacturing Limited Abuja. Having stated this, the model is thus formulated as follows:

This Model is stated as follows:

$$EJB = f (WE) \quad 1$$

$$\text{With } EJB = ECJ \quad 2$$

$$\text{and } WE = f (EI, EC, ED) \quad 3$$

Where: EJB = Employees Job Satisfaction

WE = Work Ethics

Substitute equation 2 and 3 into equation 1, equation 1 becomes

$$EJB = f (EI, EC, ED) \quad 4$$

Equation 3 can be rewritten as follows:

$$ECJ = f (EI, EC, ED) \quad 5$$

Transforming equation 4 into linear regression, equation 4 then becomes

$$ECJ = \beta_0 + \beta_1 EI + \beta_2 EC + \beta_3 ED + \epsilon \quad 6$$

Where:

ECJ = Employee Contentedness with job

EI = Employee integrity

EC = Employee cooperation

ED = Employee discipline

β_0 = Intercept

e = error term

4. Results and Discussion

The result from Table 1 showed R^2 of 0.724, implying that about 72.4 % of variations that occur in job satisfaction were explained by the independent variables included in the model, while the remaining 27.6% were due to other extraneous

variables not included in the model and error in measurement of some variables. The F- value of 103.10 was significant at $p < 0.05$. Thus, indicating that the model for the study has a good fit.

Table 1: Regression Results

Explanatory variables	Coefficient	Standard error	P> t
Employee Integrity	0.446	0.071	0.000
Employee Cooperation	0.201	0.074	0.007
Employee Discipline	0.226	0.066	0.001
Constant	0.996	0.313	0.002
F	103.10		
Prob>F	0.000		
R-square	0.724		
Adj R-square	0.717		
P<0.05			

Source: Authors' Field Survey (2024)

The hypotheses tested for the study revealed that employee integrity had a positive and significant effect on employee job satisfaction with a regression coefficient of 0.446 and a p-value of p- value of 0.000 at < 0.05 . Based on this result, the study rejects the null hypotheses. The finding is in line with the studies of Manaf (2024). The result indicates that integrity has a positive and significant influence on employee job satisfaction. More so, employee cooperation had a significant and positive effect on employee's job satisfaction with regression coefficient of 0.201 and a p-value of p- value of 0.007 at < 0.05 . The result of this study is in line with the submission of Manaf (2024), who found that teamwork had a positive and significant influence on employee job satisfaction. Finally, discipline had significant and positive effect on employee job satisfaction with a regression coefficient of 0.226 and a p-value of p- value of 0.001 at < 0.05 . This finding is in consonance with result of Nurjanah and Eko (2025) who revealed that a positive and significant relationship exist between work discipline and employees job satisfaction.

5. Conclusion and Recommendation

5.1 Conclusion

The study investigated the effect of work ethics on employees' job satisfaction in Honda Manufacturing Limited Abuja, Nigeria. A quantitative research design and structured questionnaire was used to collect data from respondents. The study concluded that employee integrity, discipline and cooperation had a positive and significant effect on employees' job satisfaction in the study area. This implies that

when employees exhibit high levels of ethical behaviour, uphold disciplinary standards and teamwork, it enhances their productivity, foster retention and overall job satisfaction.

5.2 Recommendations

This study recommended that policy makers should establish a formal enforceable policy framework that will guide the operation of manufacturing companies by promoting good ethical values such as cooperation, integrity and discipline among employees. This should be evenly practiced across the industry in order to foster cordial coexistence among them with a view to increasing productivity and long-term organizational success. Management of Honda Manufacturing Limited Abuja should strengthen the values of integrity and reinforcing disciplinary standards among their employees in order to enable them to do the right things in discharging their duties with minimal supervision as well as to facilitate higher productivity and overall job satisfaction.

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