

ROLE OF ETHICS IN GOVERNANCE AND ITS INFLUENCE ON ACCOUNTABILITY TRANSPARENCY AND ADMINISTRATIVE DECISION- MAKING

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ABSTRACT

Ethics is important in the formation of good governance as it affects accountability, transparency as well as administrative decision making. This study analyzes the effect of ethical compliance on the governance performance involving both primary observations and secondary data on the public administrative units. To determine relations between ethics and other main governance indicators, descriptive statistics and correlation were used along with regression models. The results show that the increased ethics compliance correlates with the increased accountability, greater transparency, and the higher quality of the administrative decisions. These findings emphasise the role of introducing ethics in governance systems in ensuring that not only individual behaviour is directed, but also institutional legitimacy, citizen trust, and efficiency in decision making are enhanced. The paper highlights the need of popularizing ethical behaviours as a key factor of accountable and effective governance.

Keywords: *Ethics, Governance, Accountability, Transparency, Administrative Decision-Making*

1. INTRODUCTION

Ethics forms the foundation of good governance, as it helps the public administrators to make decisions that are just, fair, and also in tandem with the societal values. In the modern system of governance, ethics is not just about following the rules; it also influences organizational culture, promotes integrity and makes the decisions made socially legitimate. Ethical governance offers some kind of platform through which accountability and transparency can thrive thus giving a basis of trust between the institutions and the people they serve.

In its nature, administrative decision-making entails a process of weighing competing priorities, limited resources and the expectation of diverse stakeholders. Lacking an ethical code of conduct, the decisions are likely to be random, partial and self-interested, and this will undermine confidence of the people in institutions? Ethics serves as a guide in making decisions and it assists decision-makers to overcome tricky situations without violating the ethics of fairness, responsibility, and equity. With ethics infused in the governance processes, organizations can be able to create a principled and result oriented environment in the decision making processes within the organization.

Ethical governance is a result of transparency and accountability. By acting ethically, administrators have a higher chance of reporting processes in a manner that is easy to follow, defend their decisions, and answer to their stakeholders. This transparency does not only discourage malpractices, but also enhances credibility and trust of the institutions and people. The lack of ethics on the other hand may result in cloudy processes, the lack of oversight, and corrupt and inefficient systems of governance.

The interaction between morals, openness, accountability and decision making highlights the state of ethical leadership in governance. Through the focus on ethical behaviour, the institution will be able to establish a sustainable form of governance that will be resistant to the pressures, capable of adjusting to the changing needs of the society, and capable of producing fair results. This paper aims at discussing the ethics in relation to accountability, transparency and administrative decision making with an emphasis on the necessity of ethics in the contemporary system of governance.

2. LITERATURE REVIEW

Adari (2021) tested ethical theories on AI-based banking systems and discovered that the introduction of ethical theories increased the transparency of the organization and trust to stakeholders. The research emphasized that responsible governance systems and the possibility of explanations of processes made the decision-making process more informed and minimized the chances of arbitrary acts of the administration. The moral compliance was observed to enhance accountability through offering distinct rules of assessing the actions and their consequences. Also, the study showed that the implementation of ethics not only had a direct effect on short-term administrative decisions but also led to the long-term organizational legitimacy and stakeholder trust.

ElGammal, El-Kassar, and Messarra (2018) examined corporate ethics and governance in MENA countries and found out that the higher the ethical standards were established in an organization, the greater the transparency and social responsibility were. Their results showed that better quality of decisions was directly associated with better

ethical practices, because instead of acting in accordance with only the rules, managers were driven by moral values and delivered a more coherent and plausible administrative decision. It was also argued in the study that the withdrawal of ethics into the institution has developed a culture of integrity that has indirectly supported accountability at every level of the organizational structure.

Jashari and Pepaj (2018) worked on the science of public administration and made the impact of transparency and accountability in state affairs the priority. They have added that those institutions that put ethical practices with a high priority could more easily keep the accountable practices, as such in the decision of administration they could be traced and explained. The study indicated that an ethical system was critical towards deterring malpractices and promoting a culture of good governance. Moreover, the research observed that ethical compliance facilitated good communications and trust between the citizens and the public officials and this also upheld principle of democratic governance.

Sari (2023) examined the effects of good governance on the decision making process of the people in management and discovered that ethical conformity generally affected the quality of the decisions made in the administration. The paper has underscored that ethical governance fostered equity, reduced the element of corruption and enhanced stakeholder trust. With the inclusion of ethics in the structure of governance, organizations could make more effective, transparent and accountable decisions. This study also found that the institutional resilience to administrative inefficiencies was enhanced by continuous reinforcement of ethical standards by training and policy measures.

3. RESEARCH METHODOLOGY

This study used the systematic research approach to explore the importance of ethics in the governance and how it affects accountability, transparency, and the management of administrative decisions. The methodology was structured in a manner that both primary and secondary data could be systematically gathered and analyzed to give a comprehensive picture of the role of ethical governance in administrative outcome. The study has tried to incorporate several sources to provide balanced information on practical and documented elements of ethical governance.

3.1 Research Design

Quantitative cross-sectional research design was adopted in order to evaluate the results of ethical practices and governance at a given time. The research used a primary observation of administrative activities as well as the secondary data in the form of official reports, internal government records and past academic research. Such a strategy allowed us to determine the trends in ethical compliance, transparency and accountability in various administrative departments as well as provide a background on the same using recorded evidence.

3.2 Sample Size and Population

The study researchers used a population which comprised of public administrators operating in various departments and government agencies. One hundred participants took part in the research in order to achieve the necessary sample of the representation of various administrative functions and hierarchical levels. The sample was chosen to be able to reflect the differences in ethical practices and governance strategies, and make significant comparisons and analysis of the administrative decision-making processes.

3.3 Data Collection

Structured observation of the administrative processes was used to gather primary data; the actions of transparency, decision-making procedures, and accountability were observed. Government reports, policy documents, organizational audits and literature about governance and ethics in scholarly literature served as secondary data sources. The integration of both primary and secondary data enabled the research to triangulate the findings with the existing literature so as to come up with a fuller and more accurate view of the ethical governance practices.

3.4 Data Collection Tools and Instruments

The standardized forms of observation and document analysis templates were used to collect the data. These instruments had been constructed to strategically collect indicators of ethical compliance, transparency, accountability and quality of administrative decision-making. These tools also provided uniformity in the collection of data in various administrative units and enabled the comparison of the practices observed and recorded governance procedures.

3.5 Data Analysis

Statistical data analysis to describe data, correlation, and regression analysis were applied to analyze the data. The descriptive statistics also gave a glimpse of the amount of ethical compliance, accountability, and transparency in the administrative units. Correlation analysis was conducted to test the relationship between ethics and governance outcome and regression analysis was done to test the effect of ethical practices with respect to administrative decision-

making. Primary observations were combined with secondary data analysis to give some background and support the interpretation of findings.

4. RESULT AND DISCUSSION

This section contains the results of the research on the role of ethics in governing and its impact on the accountability, transparency, and decision making in the administration. The analysis will include the descriptive statistics, correlation and regression findings to give a holistic picture as to the influence of ethical compliance in the outcomes of governance. Primary observations and secondary data were studied to determine trends, relations and predictive effects and provide the understanding of the practical and institutionalized effect of ethics on administrative performance. The descriptive statistics of major ethical governance indicators are shown in Table 1 and they include ethical adherence, accountability measures, transparency practices, and the quality of administrative decisions. The table presents the average, standard deviation, minimum and maximum of each variable. To illustrate the changes and the central tendencies of the governance indicators using graphs, Figure 1 gives a graphical representation of these descriptive statistics.

Table 1: Descriptive Statistics of Ethical Governance Indicators

Indicator	Mean	Standard Deviation	Minimum	Maximum
Ethical Adherence	4.28	0.52	3	5
Accountability Measures	4.10	0.61	2	5
Transparency Practices	3.98	0.67	2	5
Administrative Decision Quality	4.12	0.59	3	5

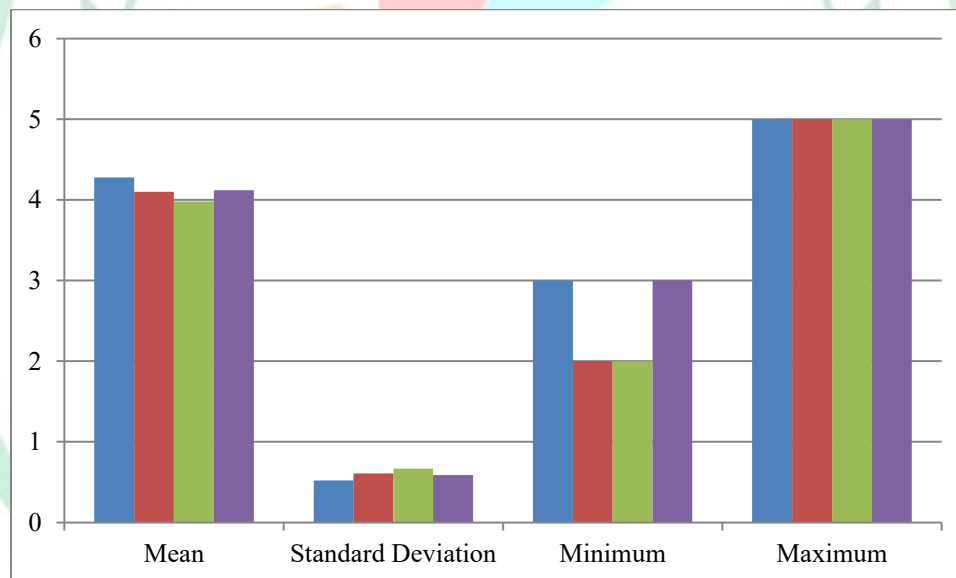


Figure 1: Graphical Representation of Descriptive Statistics of Ethical Governance Indicators

The descriptive statistics indicate that ethical compliance was the best among all the governance indicators with the mean of 4.28, which means that ethical practices were highly adopted in administrative units. The quality of administrative decisions (mean = 4.12) and accountability measures (mean = 4.10) was also high; which is indicative of the fact that compliance to ethics helped in making decisions that were more structured and effective. The mean transparency practices were slightly lower at 3.98 indicating that there was some unit variance in transparency. These trends are reflected in the graph in Figure 1, which shows that the more highly ethical the units were, the more accountable, transparent and good quality of decisions they usually appeared to demonstrate.

Table 2 reports the correlation analysis that analyzes the relationship between ethical compliance and major governance indicators such as accountability indicators, transparency practices and quality of administrative decisions. Pearson correlation coefficients were also reported in the table and show the strength and direction of the relationships between all pairs of variables. These correlations are graphically represented in figure 2 to show the relationships

among ethics and governance indicators in a visual form.

Table 2: Correlation between Ethics and Governance Outcomes

Variables	Ethical Adherence	Accountability	Transparency	Decision Quality
Ethical Adherence	1	0.72	0.69	0.74
Accountability Measures	0.72	1	0.66	0.71
Transparency Practices	0.69	0.66	1	0.68
Administrative Decision Quality	0.74	0.71	0.68	1

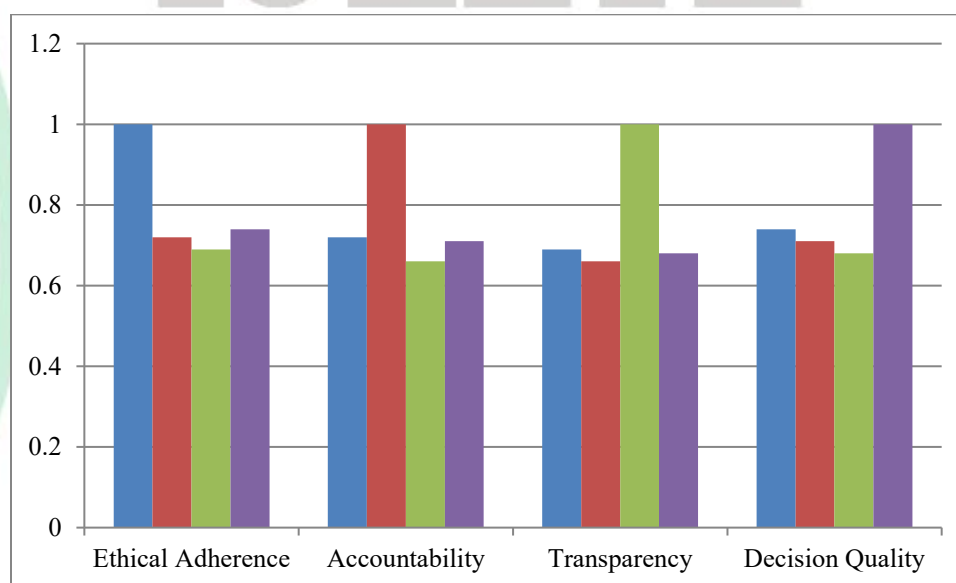


Figure 2: Graphical Representation of Correlation between Ethics and Governance Outcomes

According to the correlation analysis, ethical adherence is positively correlated with all the outcomes of governance. Accountability measures ($r = 0.72$) and the quality of administrative decisions ($r = 0.74$) had strong positive correlations with ethical adherence, and transparency practices had a slightly lower, although significant correlation with ethical adherence ($r = 0.69$). Such findings show that high ethical standards are associated with better accountability, increased transparency and effective decision-making by the administration. The graph in Figure 2 also shows that the strength of these associations remains consistent with all governance indicators.

Table 3 shows the regression analysis, which looks at the impact of ethical adherence on the major governance results, in terms of accountability practices, the transparency practices, and the quality of decisions made by the administrative. The standardized beta coefficients, t-values and p-values of each of the dependent variables are reported in the table. This analysis was done to evaluate the predictive effect of ethical governance on administrative performance as well as to measure the strength and the meaning of the relations.

Table 3: Regression Analysis of Ethical Adherence on Governance Outcomes

Dependent Variable	Beta	t-value	p-value
Accountability Measures	0.49	6.58	<0.001
Transparency Practices	0.44	5.92	<0.001
Administrative Decision Quality	0.51	6.95	<0.001

The regression findings indicate that ethical compliance positively affects all outcomes of governance to a significant level. It was a strong predictor of accountability measures ($\beta = 0.49$, $t = 6.58$, $p < 0.001$), had an effect on transparency

practices ($\beta = 0.44$, $t = 5.92$, $p < 0.001$), and administrative decision quality ($\beta = 0.51$, $t = 6.95$, $p < 0.001$). Such results place significant emphasis on the importance of ethics in ensuring accountable, transparent and effective administrative decision making.

Overall, the findings point to the fact that ethical compliance is the key leadership to improve the outcome of governance. It was found that higher ethical practice levels were connected with greater accountability, more transparency and quality of administrative decisions. The results highlight the importance of ensuring ethics is incorporated in governance structures not just in governing the behaviour of individuals, but also enhancing the effectiveness, trust and legitimacy of institutions. These findings illustrate the need to promote ethical governance so as to have transparent, accountable and efficient administrative procedures.

5. CONCLUSION

The study concluded that ethics plays a fundamental and transformative role in governance by significantly strengthening accountability, enhancing transparency, and improving the quality of administrative decision-making. The findings demonstrated that higher levels of ethical adherence were consistently associated with better governance outcomes, as supported by descriptive, correlation, and regression analyses. Ethical compliance emerged as a strong predictor of accountability practices, transparency measures, and decision quality, indicating that ethics functions not merely as a normative ideal but as a practical driver of institutional effectiveness. The results underscored that embedding ethical standards within governance structures fosters integrity, reduces the likelihood of arbitrary or biased decisions, and builds institutional legitimacy and citizen trust. Overall, the study emphasized that promoting ethical behaviour through policy frameworks, training, and organizational culture is essential for achieving transparent, accountable, and efficient administrative systems.

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