

**ETHICAL CONSIDERATION AND ACCOUNTING SYSTEM IN  
PUBLIC SECTORS: THE CASE OF TANZANIA STANDARD  
(NEWSPAPERS) LIMITED**

**ETHICAL CONSIDERATION AND ACCOUNTING SYSTEM IN  
PUBLIC SECTORS: THE CASE OF TANZANIA STANDARD  
(NEWSPAPERS) LIMITED**

**By  
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**A Dissertation Submitted to Mzumbe University Dar es Salaam Campus in  
Partial fulfillment of the Requirements for the Degree of Master of Science in  
Finance and Accounting of Mzumbe University**

**2013**

**CERTIFICATION**

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University Dar es Salaam Business School, a dissertation entitled “**Ethical consideration and accounting system: The case of Tanzania Standard (Newspapers) Limited**” in partial/fulfillment of the requirements for award of the degree of Master of Science in Finance and Accounting.

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## **DEDICATION**

This work is dedicated to her family for their understanding and encouragement throughout her education. It is also dedicated to her cousin, Beatrice Malisa, and George Mganga, who continued in a course of action even in the face of difficulty, her younger sisters - Martha and Witness - and her younger brothers Baraka and Willfred, and her sister's daughters - Pendo, Irene and Faith - whom she urges to emulate her example of pursuing further education.

## **ABBREVIATIONS**

ACCPAC:	Accounting Package
CA:	Chartered accountants
CEO:	Chief executive officer
CGM:	Certified general accountant
CMA:	Certified Management accountant
CPA:	Certified public accountant
GAO:	Government accounting office
SSPS:	Analysis of Variances
TSN:	Tanzania Standard (Newspapers) Limited

## **ABSTRACT**

The study was to evaluate ethical consideration and accounting system in Tanzania Standard (Newspapers) Limited located in Dar es Salaam city centre where 60 respondents participated in the research. The specific objectives were: to investigate the context of ethical consideration and accounting system within TSN; to analyze how the accounting ethics improve accountability, transparency and objectivity; and to explain how public accountability and ethical standards in public government to ensure efficiency and cost-effectiveness.

Case study design, qualitative and quantitative approaches were employed during the study. Data collection methods employed included interviews, observations and documentary analysis which were facilitated by research instruments such interview questions, observation and documentary review guides. Content analysis method was used to analyze data and analyzed data is presented in this thesis based on research questions and objectives.

Findings indicated are to analyze the ethical consideration and accounting system in a public sector needed by TSN employees.

The researcher recommends that professionalism should be impacted in the organization whereby the company ethics and accounting system should be implemented in order for them to produced and delivered in the right time; quality, quantity, place and source taking into account the technological environment over which are indicators of good performance for the organization in researched.

## TABLE OF CONTENTS

<b>CERTIFICATION</b> .....	i
<b>DECLARATION</b> .....	ii
<b>COPYRIGHT</b> .....	ii
<b>ACKNOWLEDGEMENT</b> .....	iii
<b>DEDICATION</b> .....	v
<b>ABBREVIATIONS</b> .....	vi
<b>ABSTRACT</b> .....	vii
<b>TABLE OF CONTENTS</b> .....	viii
<b>LIST OF TABLES</b> .....	xii
<b>LIST OF FIGURES</b> .....	xii
<b>CHAPTER ONE</b> .....	<b>1</b>
<b>BACKGROUND INFORMATION</b> .....	<b>1</b>
1.0 Introduction .....	1
1.1 Context of the study .....	1
1.3 Research objectives .....	4
1.3.1 The general research objective.....	4
1.3.1 Specific research objectives .....	4
1.4 Research questions .....	4
1.4.1 General research question .....	4
1.4.1 Specific research questions .....	4
1.5 Significance of the Study .....	5
1.6 Scope, delimitation and limitation of the Study.....	5
<b>CHAPTER TWO</b> .....	<b>6</b>
<b>LITERATURE REVIEW</b> .....	<b>6</b>
2.0 Introduction .....	6
2.1 Conceptual Definitions .....	6
2.1.1 Accounting ethics.....	6
2.1.2 Importance of professional ethics to Accountants .....	7

2.1.3 Ethical standards .....	8
2.1.4 Ethical responsibilities .....	10
2.1.5 Independence.....	12
2.1.6 Ethics in Organizations .....	12
2.1.7 Ethical Considerations for HR Professionals.....	17
2.1.8 Ethical consideration.....	21
2.1.9 Accounting system.....	21
2.2 Empirical literature review.....	28
2.3 Research gap .....	29
<b>CHAPTER THREE.....</b>	<b>32</b>
<b>RESEARCH METHODOLOGY .....</b>	<b>32</b>
3.0Introduction to research methodology .....	32
3.1 Research strategy .....	32
3.1.1 Type of study design .....	32
3.2 Research method .....	33
3.4 Sampling plan .....	34
3.4.1Target population .....	34
3.5Sample size.....	34
3.6Data collection methods and instruments .....	35
3.7Data analysis Procedure .....	37
3.8 Summary of the chapter. ....	38
<b>CHAPTER FOUR.....</b>	<b>39</b>
<b>PRESENTATION AND DISCUSSION OF THE FINDINGS .....</b>	<b>39</b>
4.1 Introduction.....	39
4.2 Findings.....	39
4.2.1 Demographic of respondents.....	40
4.2.2 Respondents gender profile.....	40
4.2.4 Respondents' education Profile.....	41
4.3 Respondents education Profile.....	41
4.2.5 Validity and reliability tests .....	42

4.3 what are the context of ethical considaration and accounting system within Tsn	42
4.3.1 Importance of ethics and accounting system at TSN.....	42
4.3.3 Is there a formal accounting system in TSN? .....	44
4.3.4 Ethical consideration in TSN helps to improve organization performance .....	44
4.3.5 Ethics and accounting system affect the overall performance .....	45
4.3.6 Ethics and accounting system improve objectivity, accountability and transparent among TSN employees .....	46
4.3.7 How are TSN staff satisfied with the accounting system oversight of internal control over financial reporting? .....	47
4.10 How TSN staff satisfied with the accounting system oversight of internal control over financial reporting? .....	48
4.3.8 The importance of accounting system is proper classifying, recording, and reporting business events and accounting transaction. For the case of your TSN is this applicable?.....	48
4.12 The importance of accounting system is proper classifying, recording, and reporting business events and accounting transaction. For the case of your TSN is this applicable?.....	49
4.12 Ethical standard and accounting system of TSN improve efficiency and cost effective .....	49
4.3.9 How do TSN employees understand about ethics needed in organization and accounting system which will enable them to improve performance and increase efficiency? .....	50
4.3.10 How do TSN member understand about ethics needed in organization and accounting system which will enable them to improve performance and increase efficiency? .....	50
4.3.11 Is there any education or training about ethics consideration and accounting system in TSN?.....	50
4.3.12 In your opinions what are the challenges facing TSN in applying accounting system? And how do they consider ethics? .....	51
4.4 Discussion .....	51
4.4.1 Response rate .....	52
4.4.2.1 Importance of TSN to have accounting system.....	52

4.4.2.2 Ethical consideration in TSN helps to improve organization performance ...	53
4.4.2.3 Ethics and accounting system improve objectivity, accountability and transparent among TSN member .....	53
4.4.2.4 TSN staff satisfied with the accounting system oversight of internal control over financial reporting.....	54
4.4.3.5 Ethical standard and accounting system of TSN improve efficiency and cost-effectiveness .....	54
4.4.2.6 How do TSN employees understand about ethics needed in organization and accounting system which will enable them to improve performance and increase efficiency? .....	55
<b>CHAPTER FIVE.....</b>	<b>56</b>
<b>CONCLUSIONS AND RECOMMENDATIONS.....</b>	<b>56</b>
5.0 Introduction .....	56
5.2 Responses to the research objectives .....	56
5.3 Conclusions .....	57
5.4 Recommendations for implementation .....	58
5.3.1 Staff training and development .....	58
5.3.2 Employee Education .....	58
5.3.3 Public sector Stakeholder’s consultation .....	58
5.3.4 Non-financial Incentives .....	59
5.4 Summary of the chapter .....	59
5.5 Prospects for further researches .....	59
<b>REFERENCES.....</b>	<b>61</b>
<b>QUESTIONNAIRES .....</b>	<b>66</b>

## LIST OF TABLES

Table 3.1: Sample Distribution .....	35
Table 4.1 Respondents' gender.....	40
Table 4.2 Respondents' age .....	41
Table 4.4 The importance of ethics and accounting system at TSN.....	43
Table 4.5 The importance of TSN to have accounting system .....	44
Table 4.6 Formal accounting system in TSN.....	44
Table 4.7 Ethical consideration improve organization performance in TSN.....	45
Table 4.8 Ethics and accounting system affect the overall performance.....	46
Table 4.9 Ethics and accounting system improve objectivity, accountability and transparent among TSN employees .....	47
Table 4.10 The accounting system oversight of internal control over financial reporting.....	48
Table 4.14 Is there any education or training about ethics consideration and accounting system in TSN? .....	51
Table 4.16 Response rate .....	52

## LIST OF FIGURES

Figure 2.2: Conceptual framework on responsibilities for addressing threats in an organization .....	30
Figure 3.1 Sample size .....	34

## **CHAPTER ONE**

### **BACKGROUND INFORMATION**

#### **1.0 Introduction**

This chapter explores the background, context of the study, statement of the problem, research objectives, research questions and the scope and relevance of the ethical consideration and accounting system in public sectors.

#### **1.1 Context of the study**

For some, globalization is a process that is beneficial, that is; it is key to future world economic development, which is inevitable and irreversible. Others regard it as something of hospitality, some even fear, believing that it increases inequality within and between nations or organizations, threatens employment and living standards and thwarts social progress.

In the civil service sector, one of the major considerations is the global trend in government ethics as part of the ever-changing practices in the discipline of public administration specifically in the accounting system. As it is, despite the fast globalization, issues and problems exist regarding a worldwide consensus on the basic ethical principles ruling the public sector (Gethmann, 1998).

According to Carter et al. (2000) public administrators, government institutions, and administrative cultures across the world are highly diverse particularly in the ways public services function. Such differences are evident in the (a) concepts of “accountability” as well as “loyalty”, (b) hierarchy, (c) supervisor and subordinate interactions, (d) fiduciary handling of public funds, (e) decision-making processes, and (f) staff management relations.

Since the public accounting system is responsible in managing the overall financial processes in a particular setting, governments invest in infrastructures to (1) promote the development of efficient state sectors of production, (2) create favorable

conditions for private enterprise, (3) create suitable welfare systems, (4) invest in the development of human resources, and (5) protect the environment.

All these call for the need to provide more flexible improved systems of accounting process to meet the needs of the public as well as the proper allocation of government resources.

As Carter et al (2000) adds that the members of the civil service are required to ensure social development to present solutions to social and economic inequalities, to provide favorable conditions for the development of national and foreign private sectors, to modernize administrative procedures for the benefit of the public in general, and to create a citizen-friendly civil service as well as the provision of high order services.

But with these standard requirements among public governing bodies are the challenges of highly publicized ethical failures in the public sector that resulted from the accountability, audits and performance-based indicators that threaten the credibility of the members of the public sector in serving the population. As was identified, perceived lack of integrity in government and the administration has led to declining voter confidence in state institutions and public officials resulting to negative implications on the ideologies of democracy.

Political leaders are faced with the demands from the public to improve ethical standards by creating a balance between traditional values of public administration and the contemporary results-based public management environment. Reforms in public governance and administration were undertaken in order to enhance the efficiency and effectiveness of government sectors to best serve the people.

## **1.2 Statement of the problem**

One of the important aspects in any organization especially Accounts Department is the work ethics and accounting system. Organization ethics and accounting system can be affected by culture background of employees and other employers as this affects the work attitude or behavior and value of employees. This phenomenon was

looked at as being a geographical location and to its historical management style and system. The greatest risk and possible challenge in the practice and credibility of the accounting system is the manipulation of data.

Through the proper timing of the transactions, the data were changed. The choice of the computation method is always in favour of the company bidding the increase of their revenue. The strategies applied in accounting are divided into sides of the ethical issues. On the ethical point of view, the company has its own rights to apply what they prefer capable in their business and therefore, they did not take any actions to break the law. On the other hand, the unethical point of view is on the rules they applied that commonly overstated or inaccurately reported the financial stability of the business,(Hull, Wright, & Ennew, 2000 and Chong, 2006)

Consequently, due to the current accounting scandals occurring in the accounting profession; many critics question their credibility and effectiveness. Many critical issues are being reported in media about frauds, bankruptcy, protection against establishing and winding up companies and accounting firms. Many related-accounting scandals in the business world are caused by creative accounting, misleading financial analysis and, most of all, by bribery.

In order to resolve ethical issues and scandals, new reforms, accounting regulations and drive to increase higher education should be introduced to fight the dangers of unethical behavior in the accounting field (Gethmann, 1998). Also conducting continuous education such as seminars and trainings for the working accountants about ethics on or before entering the workforce may improve the quality and credibility of the accounting profession. Correspondingly, accountants, like other professionals in the business world, are always faced with ethical dilemmas, some being too difficult to resolve.

In these cases, technical competence is not enough to address the problem; it must take a lot of analysis and understanding about the roots causes of the business problem, and should always come out with best solution for the client; through the

use of accounting formulas and principles associated with various accounting ethics (Maher, 1994, p.3). Therefore, ethics, professionalism and accounting system are the three most common traits of being an efficient and effective accountant or editor at the Tanzania Standard (Newspapers) Limited (TSN).

### **1.3 Research objectives**

#### **1.3.1 The general research objective**

The main research objective is to analyze the ethical consideration and accounting system in a public sector.

#### **1.3.1 Specific research objectives**

The study is guided by the following specific research objectives namely:

- i. To investigate the context of ethical consideration and accounting system within TSN
- ii. To analyse how the accounting ethics improve accountability, transparent and objectivity within TSN
- iii. To explain why public accountability and ethical standards at the TSN to ensure efficiency and cost-effectiveness.

### **1.4 Research questions**

#### **1.5 General research question**

The main research question is “What are the ethical consideration and accounting system in a public sector?”

#### **1.4.1 Specific research questions**

The study is guided by the following specific research questions namely:

- i. What are the context of ethical consideration and accounting system within TSN?
- ii. Have accounting ethics improve accountability, transparency and objectivity within TSN?
- iii. How the context of public accountability and ethical standards in public institutions like TSN ensure efficiency and cost-effectiveness?

### **1.5 Significance of the Study**

The research study on the ethical consideration and accounting system in public sectors looked critically on the following:

- i. The application of ethics and accounting system at the Tanzania Standard (Newspapers) Limited (TSN), which had present potentiality of the business to the organization.
- ii. Also had expand the body knowledge to professionals, academicians and the public as the study is forming a base for further studies in this area by other researchers or academicians.
- iii. Findings will be used to make suggestion and recommendation to improve awareness and knowledge of ethics consideration and accounting system at TSN.
- iv. The study is designed to provide information to the organization on how effective application of ethics and accounting policy to control financial transactions in an organization is.

### **1.6 Scope, delimitation and limitation of the Study**

The research study on the ethical consideration and accounting system in public sector was conducted at the Tanzania Standard (Newspapers) Limited (TSN). The core area, which was explored, included the Finance Department based on small sample size taken.

In order to delimit the study, TSN was chosen as a case study to ensure in-depth investigation on how ethical consideration and accounting system in a public institution like TSN is taken. A case study research design was ideal for revealing more basic information, improving understanding and action-oriented perspectives, as well as saving time and money.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter contains relevant investigation on contributions of other writers and researchers in the topic such as this one, as a research problem. The research contents, conceptual definitions, theoretical bases of the research, the empirical analysis of the past studies, research gap and the conceptual framework.

#### **2.1 Conceptual Definitions**

##### **2.1.1 Accounting ethics**

Ethics is the moral boundaries or values within which officials work. Ethical behavior encompasses the concepts of honest, integrity, probity, diligence, fairness, trust, respects and consistency (NBMM Journal, 2007). Quoting Chapman (1993), Ayee (1998) says there is no universally agreed definition of the term ethics. In this regard ethics are the guidelines or rules of conduct by which we aim to live (Dobler et al, 1990).

Accounting ethics is a field of professional ethics, which pertains specifically to accounting. Whether accountants work in public or private practices, they are expected to adhere to ethical standards which are designed to ensure that accountants behave in such a way that is ethical and consistent. In some regions, in order to be certified as an accountant, one must indicate agreement to comply with an ethical code, and people can be stripped of their certification if they fail to abide by ethical codes.

For most professional organizations of accountancy, in order to be members, people must agree to and uphold ethical standards, and they will be removed from the organization if they fail to do so. The earliest documented discussions of accounting ethics appeared in the 1400s, and many of the ethical issues which pertained to

accounting continued to be the same, even if the financial world of today would be unimaginable to a 15th century accountant.

One of the key issues with accounting ethics is that poor ethical behavior on the part of an accountant does not just potentially hurt a client but it can also hurt society. If, for example, an accountant colludes in falsifying financial statements, this hurts investors in a company, taxpayers who may be caught up in government bailouts or regulatory efforts pertaining to the company, and the workers at the company.

The general ethical standards of society apply to people in professions such as medicine and accounting just as much as to anyone else. However, society places even higher expectations on professionals. People need to have confidence in the quality of the complex services provided by professionals. Because of these high expectations, professions have adopted codes of ethics, also known as codes of professional conduct.

These ethical codes call for their members to maintain a level of self-discipline that goes beyond the requirements of laws and regulations. The most important consideration when hiring someone for your financial records, is their professional designation. There are three: Chartered Accountants (CA), Certified Management Accountants (CMA), and Certified General Accountants (CGA). Each designation offers specific training and accountants are required to have a working knowledge of ethics and an understanding of business ethics.

### **2.1.2 Importance of professional ethics to Accountants**

Ethics are important for Professional Accountants because throughout the history, it has been proven that accounting partially reflects moral orders of the world in which it is practiced. It has become a moral discourse, because of the injustice that has occurred in regards to ethics within the accounting profession. Ethics, “Moral beliefs and rules about right and wrong”.

As defined in Merriam Webster Dictionary, “Ethics are the discipline dealing with what is good and bad and with moral duty and obligations principles of conduct governing an individual or a group”. Ethics are important for Professional Accountants because accounting requires ethical knowledge and skills to a great extent. They clear the concept of right and wrong.

Some of the ethical considerations in accounting are integrity, objectivity, confidentiality, professional competence and due care, professional behavior, so ethics is very important because it increases confidentiality and professional competence. Most businesses have a ‘Mission Statement’, but only a few have considered ethical standards.

A statement of ethical standards is the first step in implementing an inclusive ethical program throughout the entire business. Ethical accounting is relevant. As Dr Brian Keen, an Ethicist with 21st Century Accounting puts it, “A business that hires an ethical accounting firm knows that they are scrupulously honest and can be confident that employees, customers and clients are in good hands.”

### **2.1.3 Ethical standards**

These are codes of conduct that are adopted as a means of inspiring trust and a mutual sense of respect between two parties. In terms of ethical standards in a business setting, companies will adopt ethical codes that exhibit traits such as fairness, kindness and general good behavior that is in compliance with laws as well as the expectations of its targeted clientele.

The scope of the application of these standards begins with the structuring of the policies and procedures of the business, continues through the sales effort, and culminates with order fulfillment and what is known as ethical standards accounting.

The development of an ethical code for any business usually begins with an understanding of current laws and regulations that govern trade in the jurisdictions where the business operates. Within the scope of those regulations, business owners

usually go one step further and attempt to incorporate elements that help to create and nurture ongoing relationships with suppliers as well as customers.

While the exact structure of those ethical standards may vary depending on various factors, they usually will include a high degree of honesty in business dealings, providing accurate and complete information to customers, and generally honoring every type of commitment made by the business without fail. It is not unusual for ethical standards to be stated in terms that are somewhat broad. This is because the actual implementation of those broad standards may change over time.

Changes may occur in response to shifts in laws and regulations that affect the business operation, making it necessary to implement policies and procedures that the company previously was committed to not including in its client or vendor relationships. While the broader idea of the ethical standards, such as to be honest in all dealings and always treat customers with respect may not change, the business may no longer be in a position to exhibit those standards in exactly the same way.

One aspect of ethical standards that does tend to remain the same is the accounting process. Companies that choose to employ what are known as ethical standards accounting normally utilize record keeping policies and procedures that are compliant with generally accepted accounting principles, and allow for a high level of transparency in the way those records are made available to authorized parties.

Here, there is no attempt to cook the books or massage data so that the most favorable perception of the company's finances are produced, even when it would be possible to do so using methods that are within the limits of the law. This overall approach of full disclosure, coupled with a strong customer ethic and a dedication to honesty and integrity can often help a business to stand out from other companies, and attract a great deal of attention from both consumers and potential investors.

### **2.1.4 Ethical responsibilities**

Ethical responsibility is the duty to follow a morally correct path. In your personal life, you might feel the greatest sense of ethical responsibility to your family and close friends. But small business owners also have ethical responsibilities to the many people who count on them to do the right thing, (Stan Mack, Demand Media).

### **Ethical Responsibilities and Business**

Businesses have ethical responsibilities to their employees, customers and society as a whole. For example, a small business owner has a responsibility to be honest with his employees so they can make informed decisions about their careers; a responsibility to respect his customers, who expect to receive exactly what they are paying for; a responsibility to invest in the community upon which his company's well-being depends.

### **Factors**

When things are good, it's easy to be ethical. If customers are plentiful, employees are happy and income is soaring, there is little temptation to cut ethical corners to secure a bit more profit. But when times are hard, the temptation to neglect your ethical responsibilities increases. For example, you might toy with the idea of using company funds to cover personal debts.

### **Effects**

Ethical missteps -- whether by a company or just a single person within a company -- can destroy even the biggest organizations, according to the book "Ethics and Corporate Social Responsibility: Why Giants Fall," by Ronald R. Sims. Common ethical problems include shady accounting practices that hide fraud and theft from employees and investors. Such violations can lead to criminal charges, loss of consumer confidence, employee outrage and a host of other negative outcomes.

### **Moral Standards**

Maintain an ethically responsible company by setting clear moral standards from the outset. For example, create and enforce a code of conduct that ensures employees

treat customers fairly. To avoid even the appearance of unethical behavior, be as transparent as possible in all your dealings with customers, suppliers, employees and the surrounding community.

### **Considerations**

Increasingly, consumers expect businesses to be good citizens. For example, environmentally conscious consumers often avoid supporting businesses that rely on unsustainable practices or that pollute heavily. So, in addition to whatever internal ethical responsibility you might feel you have, you also should consider how your company's morality could affect its profitability.

A distinguishing mark of professions such as medicine and accounting is acceptance of their responsibilities to the public. The AICPA Code of Professional Conduct describes the accounting profession's public as consisting of "clients, credit grantors, governments, employers, investors, the business and financial community, and others who rely on the objectivity and integrity of CPAs to maintain the orderly functioning of commerce."

Many, but not all, CPAs work in firms that provide accounting, auditing, and other services to the general public; these CPAs are said to be 'in public practice'. Regardless of where CPAs work, the AICPA Code applies to their professional conduct, although there are some special provisions for those in public practice. Internal auditors, management accountants, and financial managers most commonly are employees of the organizations to which they provide these services; but, as professionals, they, too, must also be mindful of their obligations to the public.

The responsibilities placed on accounting professionals by the three ethics codes and the related professional standards have many similarities. All three require professional competence, confidentiality, integrity, and objectivity.

Accounting professionals should only undertake tasks that they can complete with professional competence, and they must carry out their responsibilities with

sufficient care and diligence, usually referred to as ‘due professional care or due care’. The codes of ethics of the AICPA, IMA, and IIA all require that confidential information known to accounting professionals not be disclosed to outsiders. The most significant exception to the confidentiality rules is that accounting professionals' work papers are subject to subpoena by a court; nothing analogous to attorney-client privilege exists.

### **2.1.5 Independence**

Maintaining integrity and objectivity calls for avoiding both actual and apparent conflicts of interest. This notion is termed independence. Being independent in fact and in appearance means that one not only is unbiased, impartial, and objective but also is ‘perceived’ to be that way by others. While applicable to all accounting professionals, independence is especially important for CPAs in public practice. The AICPA's rules pertaining to independence for CPAs who perform audits are detailed and technical.

For instance, a CPA lacks independence and thus may not audit a company if he or she (or the spouse or dependents) owns stock in that company and/or has certain other financial or employment relationships with the client.

### **2.1.6 Ethics in Organizations**

Luanne Kelchner, (2008)said;“Ethics are the principles and values an individual uses to govern his activities and decisions.” In an organization, a code of ethics is a set of principles that guide the organization in its programs, policies and decisions for the business. The ethical philosophy an organization uses to conduct business can affect the reputation, productivity and bottom line of the business.

#### **Leadership Ethics**

The ethics that leaders in an organization use to manage employees may have an effect on the morale and loyalty of workers. The code of ethics leaders use determines discipline procedures and the acceptable behavior for all workers in an organisation. When leaders have high ethical standards, it encourages workers in the

organization to meet that same level. Ethical leadership also enhances the company's reputation in the financial market and community. A solid reputation for ethics and integrity in the community may improve the company's business.

### **Employee Ethics**

Ethical behavior among workers in an organization ensures that employees complete work with honesty and integrity. Employees who use ethics to guide their behavior adhere to employee policies and rules while striving to meet the goals of the organization. Ethical employees also meet standards for quality in their work, which can enhance the company's reputation for quality products and service.

### **Ethical Organizational Culture**

Leaders and employees adhering to a code of ethics create an ethical organizational culture. The leaders of a business may create an ethical culture by exhibiting the type of behavior they'd like to see in employees. The organization can reinforce ethical behavior by rewarding employees who exhibit the values and integrity that coincides with the company code of ethics and disciplining those who make the wrong choices.

### **Benefits to the Organization**

A positive and healthy corporate culture improves the morale among workers in the organization, which may increase productivity and employee retention; this, in turn, has financial benefits for the organization. Higher levels of productivity improve the efficiency in the company, while increasing employee retention reduces the cost of replacing employees.

Marvin Brown (1989) said that from debates over drug-testing to analyses of scandals on Wall Street, attention to ethics in business organizations has never been greater. Yet, much of the attention given to ethics in the workplace overlooks some critical aspects of organizational ethics.

When talking about ethics in organizations, one has to be aware that there are two ways of approaching the subject--the "individualistic approach" and what might be

called the "communal approach." Each approach incorporates a different view of moral responsibility and a different view of the kinds of ethical principles that should be used to resolve ethical problems.

More often than not, discussions about ethics in organizations reflect only the "individualistic approach" to moral responsibility. According to this approach, every person in an organization is morally responsible for his or her own behavior, and any efforts to change that behavior should focus on the individual.

But there is another way of understanding responsibility, which is reflected in the "communal approach." Here individuals are viewed not in isolation, but as members of communities that are partially responsible for the behavior of their members. So, to understand and change an individual's behavior we need to understand and try to change the communities to which they belong.

Any adequate understanding of, and effective solutions to, ethical problems arising in organizations requires that we take both approaches into account. Recent changes in the way we approach the "problem of the alcoholic" serve as a good example of the interdependence of individual and communal approaches to problems. Not so long ago, many people viewed an alcoholic as an individual with problems. Treatment focused on helping the individual deal with his or her problem. Today, however, the alcoholic is often seen as part of a dysfunctional family system that reinforces alcoholic behavior.

In many cases, the behavior of the alcoholic requires that we change the entire family situation. These two approaches also lead to different ways of evaluating moral behavior. Once again, most discussions of ethical issues in the workplace take an individualistic approach. They focus on promoting the good of the individual: individual rights, such as the right to freedom of expression or the right to privacy, are held paramount. The communal approach, on the other hand, would have us focus on the common good, enjoining us to consider ways in which actions or policies promote or prohibit social justice or ways in which they bring harm or benefits to the entire community.

When we draw upon the insights of both approaches we increase our understanding of the ethical values at stake in moral issues and increase the options available to us for resolving these issues. The debate over drug-testing, for example, is often confined to an approach that focuses on individual rights. Advocates of drug-testing (*Marvin Brown and journal of business ethics, 17(18),905-916 in 1998*) argue that every employer has a right to run the workplace as he or she so chooses, while opponents of drug-testing argue that drug-testing violates the employee's right to privacy and due process.

By ignoring the communal aspects of drug abuse, both sides neglect some possible solutions to the problem of drug use in the workplace. The communal approach would ask us to consider questions which look beyond the interests of the individual to the interests of the community: What kinds of drug policies will promote the good of the community, the good of both the employer and the employee?

Using the two approaches to dealing with ethical problems in organizations will often result in a greater understanding of these problems. There are times, however, when our willingness to consider both the good of the individual and the good of the community leaves us in a dilemma, and we are forced to choose between competing moral claims. Affirmative Action Programmes, for example, bring concerns over individual justice into conflict with concerns over social justice. When women and minorities are given preferential treatment over white males, individuals are not treated equally, which is unjust.

On the other hand, when we consider what these programs are trying to accomplish, a more just society, and also acknowledge that minorities and women continue to be shut out of positions, (especially in top management), then these programs are, in fact, indispensable for achieving social justice. Dropping preferential treatment programs might put an end to the injustice of treating individuals unequally, but to do so would maintain an unjust society. In this case, many argue that a communal approach, which stresses the common good, should take moral priority over the good of the individual.

When facing such dilemmas, the weights we assign to certain values will sometimes lead us to choose those organizational policies or actions that will promote the common good. At other times, our values will lead us to choose those policies or actions that will protect the interests and rights of the individual. But perhaps the greatest challenge in discussions of ethics in organizations is to find ways in which organizations can be designed to promote the interests of both.

### **Common Types of Ethical Issues Within Organizations**

Ethical issues are often a battle between greed and moral conscience.

Though the ethical dilemmas faced by certain companies may be specific to their industry or company, other types of ethical issues are common to all types of companies. Handling ethical decisions with wisdom is especially important for small businesses, given the potentially devastating effects these companies may face if such issues aren't handled correctly.

### **Health and Safety**

One area of ethical consideration for employers is how to balance expense control with the health and safety interests of employees. Manufacturing plants and other workplaces where employees use dangerous equipment or engage in physically demanding work should have strong safety standards that not only meet federal requirements, but that also makes eliminating accidents a priority.

Even standard office workplaces pose health risks to employees who are asked to sit or stand all day. Unfortunately, certain organizations opt to cut corners on safety controls, equipment and training to save money. This is both unethical and potentially damaging in the long run if major accidents occur.

### **Technology**

Advancements in technology and the growth of the Internet in the early 21st century have produced a slew of ethical dilemmas for companies. Company leaders have to balance the privacy and freedom of workers while also maintaining standards that require that company technology use is for legitimate business purposes. Certain

companies go so far as to monitor all online use and email communication from employee computers and work accounts. A company may have this right, but its leaders need to understand the potential concern about privacy and autonomy among employees.

### **Transparency**

Prominent business and accounting scandals have made it imperative that companies operate with openness and transparency. For public corporations, this includes honest, accurate and complete reporting on mandated financial accounting reports. For large and small businesses, transparency includes communicating messages, including marketing messages, that aren't open to misinterpretation and that clearly represent the intentions of the company and its messages. Being caught in a lie or avoiding full disclosure may cause irreparable harm to small businesses.

### **Fair Working Conditions**

Companies are generally expected to provide fair working conditions for their employees in the business environment, but being responsible with employee treatment typically means higher labor costs and resource utilization. Fair pay and benefits for work are more obvious elements of a fair workplace. Another important element is provision of a nondiscriminatory work environment, which again may have costs involved for diversity management and training.

#### **2.1.7 Ethical Considerations for HR Professionals**

All too frequently, headlines broadcast the latest local and national corporate scandals. Whether its cover-ups, money laundering, insider trading, outright theft, corrupt practices, or conflicts of interest, there is no shortage of highly public and highly publicized documentation of ethical lapses within this nation's corporations.

This phenomenon, however, is not limited to the private sector. The words just look a little different when we talk about ethical lapses in the public sector, where we might find ourselves reading headlines that talk about, for instance, "misappropriation of public funds." In both school and governmental settings, there

have been far too many examples of employees engaging in lavish and unauthorized spending, illegally financed personal trips, and corruption.

Ironically, approximately 90% of business schools offer ethics courses. In many curricula, those programs are not only offered—they are required. Yet, the headlines are still being printed. And in the organizations from which these headlines emanate, it is often HR professionals who find themselves in the middle of the fray.

### **HR's Role in Ethics**

HR must play a leadership role in establishing, encouraging, and ensuring ongoing ethical behavior within organizations. HR cannot, however, "own" ethics, or even own the organization's ethical initiative. Like other programs that are viewed as "HR's responsibility" (for instance, performance management, interviewing, and the like), ethics must be operationalized so that ownership and responsibility are truly shared by all.

In her article "The Ethical Enabler: Empowering Employees To Become Chief Ethics Officers," Susan Alevas speaks of the process of promulgating and inculcating ethical values in the organization as follows:

- When it comes to combating ethical complacency, governing board members, chief executive officers and senior management need to become "ethical enablers," the folks who encourage, support, and champion their employees to become "Chief Ethics Officers." Moreover, there's nothing stopping organizations from also bestowing their vendors and customers with the "Chief Ethics Officer" role.

### **Why Ethics?**

Maintaining an ethical organization isn't about "being nice" or even "being good." Instead, there are a number of business-driven reasons for cultivating an ethical organization. In short, an erosion of ethics can lead to an erosion of the organization. Just a few of the reasons why it is critical to ensure that our organizations remain ethical are discussed in the following sections.

### **To Prevent Erosion of Trust**

Successful organizations are based on a network of trust—trust that their members will "do the right thing." When that doesn't happen, or when negative actions are tolerated (or worse, encouraged), employees stop trusting. They may then begin to rationalize inappropriate and unethical behaviors. As the results of this erosion become more visible, employees with a strong sense of personal integrity may leave, and potential employees who do uphold high ethical standards might be difficult to attract.

### **To Prevent Cynicism**

Some people describe skepticism as "healthy," and perhaps some small measure of it is...unless it begins to degenerate into cynicism. The negativity that comes along with cynicism can poison the culture of an organization. Those who cannot tolerate that atmosphere will likely leave which makes the atmosphere of the remaining organization even more toxic.

### **To Prevent Dysfunctional Manifestations of Politics**

Politics, to some degree, is inevitable within organizations. In unethical organizations, however, politics will likely become increasingly dysfunctional and perhaps even destructive.

### **To Prevent Aggression/Violence**

The anger that can fester when employees perceive that the leaders of an organization have acted in an unjust or inequitable manner often must have an outlet somewhere. Sadly, even tragically, that outlet is not always productive, and can even be highly destructive, as we have all witnessed in well-publicized cases of workplace violence, such as the 1992 Royal Oak Post Office shooting. According to a letter written 10 years later by Charlie Withers, chief steward of the Royal Oak Post Office:

- This tragedy was the result of a hostile work environment, created by postal management and condoned by those in higher positions within the postal service.

This militaristic autocratic management style was allowed to go unchecked, even though the Royal Oak District was feeling the "backlash" in service to its patrons.... The workforce throughout the Royal Oak District was under attack by overzealous managers who used whatever tactics needed to disrupt their lives.... This same group of managers had been investigated in a GAO (Government Accounting Office) investigation done in Indianapolis for the same problems 3 years prior...and nothing was done!!

Aggression can also manifest itself through less violent—and thus perhaps less easily identifiable—forms, such as theft, lying, tampering or vandalism—all in an effort to "get even" with those in power who are treating them unfairly. Aggressive acts such as these have financial as well as non-financial costs to the organization that might exponentially increase if the organization permits or perpetuates an unethical culture.

### **Cultivating an Ethical Organization**

One important element of creating an ethical culture comes from establishing an organizational code of ethics. That code, which ideally should have an introduction from the CEO, should reaffirm the organization's commitment to the code. The code itself needs to start with the mission, vision, and values of the organization. Together, these three go a long way toward setting the framework for ethics. From there, an organization's code of ethics needs to address myriad issues from the perspectives employees, customers, shareholders, suppliers, and the community at large.

### **The Code of Ethics: A Living Document**

The process of writing a code of ethics is only the beginning. It cannot simply be written and forgotten. Instead, the code of ethics needs to have "life," and it needs to have "teeth"—clear statements relative to how the code—along with the policies that emanate from the code—will be implemented and upheld.

Once the code is established, individuals at *all* levels of the organization must be held to its standards. A single standard must apply to all within the organization.

Nothing will erode a code of ethics faster than the revelation that it has been applied or enforced inconsistently. It is simply not possible to "overlook" certain ethical violations from a certain person while making an example of the ethical violations of others.

### **2.1.8 Ethical consideration**

The word ethics has derived from the Greek word ethos, meaning a person's character or disposition (Kimmel, 1995). However, the term is often used to signify rules of behaviour or conformity to a code or a set of principles. Researchers need to have a firm understanding of what is considered right and wrong when they are researching (Jolise, 2007). Pointing on the importance of ethics in research situation, Smith (1985) said that dilemma occurs when two or more values that are desirable present themselves in a mutually exclusive way, conflicting to each other. Jolise (2007) believes that there are three major aspects as to how research should be conducted ethically.

The first aspect includes issues regarding the collection of data, the second aspect concerns with the problems associated with processing the data and the last aspect is associated with the use of findings. With regards to the data collection, the researcher ensured maximum confidentiality of the respondents' details and no authentication is attached to the submitted questionnaires. The researcher explained to TSN employees involved in the survey the importance and the outcomes of the study

### **2.1.9 Accounting system**

Methods, procedures, and standards followed in accumulating, classifying, recording, and reporting business events and transactions. The accounting system includes the formal records and original source data. Regulatory requirements may exist on how a particular accounting system is to be maintained (e.g., insurance company). *Accounting Trends and Techniques* annual publication of the American Institute of Certified Public Accountants (AICPA), containing a survey of the accounting and disclosure characteristics of corporate annual reports.

It gives examples representative of financial reporting by 600 sampled companies (e.g., their treatment of leases and business combinations). Financial statistics are also given. Also this includes the purchase, sales, and other financial processes of the business. The purpose of an AS is to accumulate data and provide decision makers (investors, creditors, and managers) with information.

While this was previously a paper-based process, most businesses now use accounting software. In an electronic financial accounting system, the steps in the accounting cycle are dependent upon the system itself. For example, some systems allow direct journal posting to the various ledgers and others do not.

### **"Do not go to bed before the debits equals the credits"**

Not only today but historically, it has been important for businesses, individuals and rulers to keep track of income and expenditure, whether it was due to a desire to know if an activity is profitable, or to tax or impose customs.

Accounting is thousands of years old; the earliest accounting records, which date back more than 700 years were found in the Middle East. The people of that time relied on primitive accounting methods to record the growth of crops and herds.

Accounting evolved, improving over the year and advancing as business advanced. Today bookkeeping is associated with the double entry principle, described by the Italian friar Luca Pacioli. While Friar Luca is often called the "Father of Accounting," he did not invent the system. Instead, he simply described a method used by merchants in Venice during the Italian Renaissance period. His system included most of the accounting cycle as we know it today. The quotation mentioned above refers to Friar Luca.

### **The first accounting systems**

In addition to the cash book, abacus, etc. were introduced around 1880 machines to help with the work. Allegedly Hollerith is one of the fathers, since he invented and

sold one of the first counting machine m. punch cards. The same man was also founder of a company that eventually became the IBM account.

### **Today's accounting systems**

Developments in computer technology and especially the introduction of the PC meant that it was possible for "ordinary people" to gain access to a definite system. That is an accounting system that does it all. From the first DOS-based accounting systems such as PcPlus to today's Internet-based accounting systems such as e-conomic using SaaS (or cloud computing) as a model for the distribution of accounting systems.

### **Advantages of a Computerized Accounting System**

KJ Henderson,(1983) explained that Accounting is a basic process required to operate any organization. Every debt must be paid in full and on time, and all incoming monies must be noted. Depending upon the size of an organization, developing an accounting system that is accurate and efficient can be a challenge. Although many small businesses keep track of all financial activity manually through the use of a physical ledger, other companies prefer to track monetary transactions with computerized software.

### **Accuracy**

There is an old proverb that begins with the statement "to err is human." Although the sentiment of this statement was not originally intended as a comment on life in the information technology age, it still applies. Humans do make errors. An absent decimal point or the addition of one too many zeros can drastically alter the accuracy of a financial report. Computerized accounting systems, on the other hand, are designed to minimize the existence of such blunders. Additions, subtractions and other calculations are performed by the machine. This ensures that only the correct total listed at the end of the general ledger.

### **Automation**

A computerized accounting system eliminates many cumbersome and time consuming manual processes. In addition to calculations being automated, many accounting software programs allow various reports, such as year-end and statistical, to be generated at the touch of a button. A document that once took junior accountant hours to compile can now be created in a matter of seconds. An additional benefit to automating the accounting process is the ability to expediently share information. Information regarding business accounts can be independently entered into an automated system by multiple authorized parties. In addition, accounting documents, such as financial statements, can be emailed from one colleague to another in just a few moments.

### **Compatibility**

The implementation of a computerized accounting system also allows various businesses to more easily share financial information. For example, if a company with manual accounting procedures purchases another organization with manual accounting procedures, it may take weeks or even months to completely integrate the financial data of the two firms. On the other hand, if both companies utilize compatible computerized accounting systems, all data can easily be integrated because one program is able to speak to the other.

### **Accounting framework**

The accounting framework lays down the concepts and principles that are the basis for preparing and presenting the external financial statements of organization. These principles may not necessarily be applicable in all Member States to all organizations all the time because of e.g. the size of the organization or different user's needs. Therefore, each organization needs to decide which principles it considers most important and applicable to its particular circumstances and business environment. The principles presented below are not ranked in order of importance but are classified as either accounting principles or principles for drawing up external financial Statements.

There can be different kinds of accounting systems such as external, internal and tax accounting, government, social, forensic and project accounting

**a) Internal accounting**

Internal accounting also called management accounting, is based on the production sectors, internal accounting procedures and recorded accounting information. Internal accounting is intended for managers within organizations, to provide them with the economic basis to make informed business decisions that would allow them to be better equipped in their management and control functions. For example, managers may want to be able to assess the contribution or the profitability of different products or services that they supply by comparing the revenues and costs that they generate.

Unlike external accounting information, internal accounting is usually confidential and it is accessible only to the management. This internal accounting is concern with cost accounting system, which enables manager to make decision. Cost accounting is used in the following organization: manufacturing, merchandising, and service companies, governments, universities, and not-for-profit and profit-making enterprise (Maher, 1994, p.3).

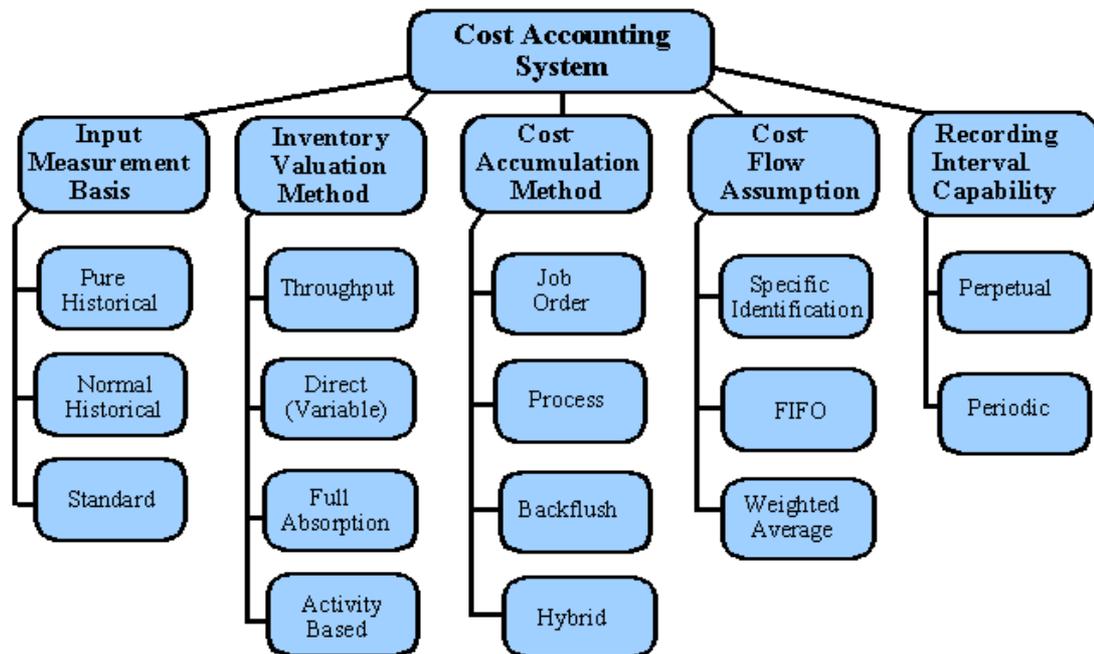
The role of cost management plays in helping an organization to maintain a competitive advantage by creating more value at a lower cost by efficiently managing an organization's value chain of activities, process, and functions (Hilton,2005).

The information from the cost reports should be interpreted and presented in a way that will be useful for management. Budget is the key for planning and controlling. The budget contains cost accounting data. Management will not be able to set an optimal price for a product or service cannot be decide without knowing the cost of what is to be sold (Griffin, 2008). Cost accounting has traditionally considered a manufacturing support system. A cost accounting system requires five parts that include:

- i. an input measurement basis,
- ii. an inventory valuation method,
- iii. a cost accumulation method,
- iv. a cost flow assumption, and
- v. a capability of recording inventory cost flows at certain intervals

These five parts and the alternatives under each part are summarized in Exhibit 2-1. Note that many possible cost accounting systems can be designed from the various combinations of the available alternatives, although not all of the alternatives are compatible. Selecting one part from each category provides a basis for developing an operational definition of a specific cost accounting system.

**Figure 2.1: The five parts of a cost accounting system**



**Source:** Researcher's design

### **b) External accounting**

External accounting, also called financial accounting is concerned with the preparation of financial statements for decision makers, such as the owners, suppliers, banks, governments and its agencies, customers and other stakeholders

outside the enterprise. Regarding formats for financial statements. External accounting makes use of the accounting information from the internal accounting system.

### **c). Tax accounting**

Tax accounting is normally based on the external/financial accounting system. There may be differences between the profits for tax purposes and the profits per the accounts. Tax authorities often ask for additional adjustments to be made to the profits per the accounts and these are captured in a "tax computation". Some examples of adjustments which are quite common between profits per accounts and tax profits:

- Depreciation differences
- Accruals
- Expenses which are disallowed for tax purposes
- Non-taxable income

In some Member States, taxation is carried out on a cash basis accounting system, in which case further adjustments (when the enterprise uses accrual basis accounting) like accruals, unrealised income and unrealised expenses are to be made to the enterprise's results before the tax computation.

### **d) Government Accounting**

Also known as public accounting or federal accounting refers to the type of accounting information system used in the public sector. This is a slight deviation from the financial accounting system used in the private sector. The need to have a separate accounting system for the public sector arises because of the different aims and objectives of the state owned and privately owned institutions.

Governmental accounting ensures the financial position and performance of the public sector institutions are set in budgetary context since financial constraints are often a major concern of many governments. Separate rules are followed in many jurisdictions to account for the transactions and events of public entities.

### **e) Forensic Accounting**

Is the use of accounting, auditing and investigative techniques in cases of litigation or disputes. Forensic accountants act as expert witnesses in courts of law in civil and criminal disputes that require an assessment of the financial effects of a loss or the detection of a financial fraud. Common litigations where forensic accountants are hired include insurance claims, personal injury claims, suspected fraud and claims of professional negligence in a financial matter (e.g. business valuation).

### **f) Project Accounting**

Refers to the use of accounting system to track the financial progress of a project through frequent financial reports. Project accounting is a vital component of project management. It is a specialized branch of management accounting with a prime focus on ensuring the financial success of company projects such as the launch of a new product. Project accounting can be a source of competitive advantage for project-oriented businesses such as construction firms.

### **e) Social accounting,**

Also known as ‘Corporate Social Responsibility Reporting and Sustainability Accounting’, refers to the process of reporting implications of an organization's activities on its ecological and social environment. Social Accounting is primarily reported in the form of Environmental Reports accompanying the annual reports of companies. Social Accounting is still in the early stages of development and is considered to be a response to the growing environmental consciousness amongst the public at large

## **2.2 Empirical literature review**

Authors Jason Stansbury and Bruce Barry cite research showing mixed results when examining organizations with programs containing four elements: written standards, anonymous advice help lines, anonymous reporting and training. Could an organisation’s ethics programme hinder rather than enhance an employee’s ethical behavior? Could an ethics program actually weaken employee skills for handling ambiguous ethical situations?

The authors of “Ethics Programs and the Paradox of Control” (*Business Ethics Quarterly*, April 2007), drawing upon research in the areas of psychology and organization theory, provide a compelling case for how an improperly constructed, albeit well-meaning, ethics program can disable rather than enable employees to act appropriately when confronted with situations involving questionable ethical behavior.

The authors suggest that the mixed outcome of ethics programs reflects the different mechanisms underlying the programs themselves. At their core, ethics programs are control systems designed to align employee behavior with management’s values. Employers can achieve this in one of two ways: either through agreement on shared values between management and employees or by coercive mechanisms in which management alone dictates what employee behaviors should be.

However, coercive control programs are less likely to develop an employee’s skills necessary to address ambiguous situations. An “atrophy of moral competence” results when workers are not required to use their individual judgments, but are directed to turn the situation over to “experts” such as the human resources department, legal counsel, etc.

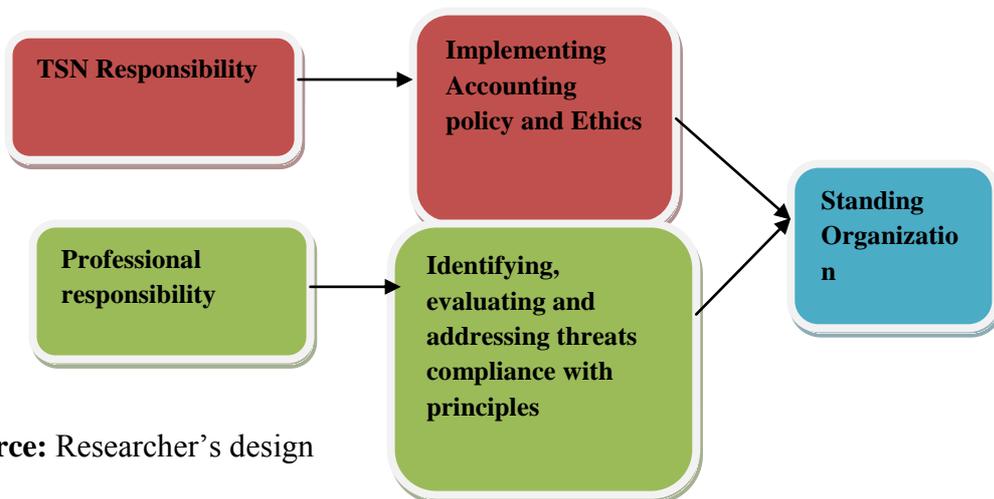
### **2.3 Research gap**

One of the drawbacks of accounting system has been the difficulty for user to learn how to use accounting system leading to poor achieving of cost efficiency in production system. Also while computerized accounting systems help many firms in processing their financial tasks, they are not always right and effective -- they have limitations. A misconception exists that once accounting is done in a computer, all is well and no problems exist in this area anymore. This couldn't be farther from the truth -- a computer is only a tool to process information and errors can and do occur quite often.

## 2.4 Conceptual framework

According to Kalinga (2008) in Nachimias and Nachimias (1996), a concept is an abstract symbol, represented an objective, a property of an objective or a certainty phenomena. Researchers normally use concepts to communicate to each other or the public on experience gained through research. Studies have shown that in order to facilitate research and communication, each scientific discipline developed it owns set of concepts.

**Figure 2.2: Conceptual framework on responsibilities for addressing threats in an organization**



**Source:** Researcher's design

Tanzania Standard (Newspapers) Limited is mandated and charged with the responsibility of administering the implementation of the accounting policy and ethics. The circumstances in which professional accountants operate may give rise to specific threats to compliance with the fundamental principles. It is impossible to define every situation that creates such threats and specify the appropriate mitigating action. In addition, the nature of engagements and work assignments may differ and consequently different threats may exist, requiring the application of different safeguards.

A conceptual framework that requires a professional accountant to identify, evaluate and address threats to compliance with the fundamental principles, rather than

merely complies with a set of specific rules which may be arbitrary, is, therefore, in the public interest. This code provides a framework to assist a professional accountant to identify, evaluate and respond to threats to compliance with the fundamental principles.

If identified threats are other than clearly insignificant, a professional accountant should, where appropriate, apply safeguards to eliminate the threats or reduce them to an acceptable level, such that compliance with the fundamental principles is not compromised.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction to research methodology**

The study explains the methodology used during the course of data collection, research strategy, types and sources of data, research design, sampling plan, data collection methods and tools, research activities, schedule and work plan.

#### **3.1 Research strategy**

##### **3.1.1 Type of study design**

The study on Ethical consideration and accounting system in TSN was carried out using a case study. Case study as explained by Kothari (2004) is an in-depth study rather than breadth placing more emphasis on full analysis of a limited number of events or conditions. Saunders et al. (2007) adds that a research design represents the general plan on how a researcher was answering research question(s).

Yet Katherine (2003) says a case study involves careful and complete observations of a social unit. The researcher used a case study as in-depth study to collect data in the entire ethical consideration and accounting system in TSN.

#### **Area of the study**

The study was conducted at the Tanzania Standard (Newspapers) Limited (TSN) headquarters on Plot No. 11/4 on Mandela Expressway in Dar es Salaam. TSN is a private, liability company owned by the Government of the United Republic of Tanzania, under the Ministry of Information, Youth, Culture and Sports. It publishes Tanzania leading newspapers – the Daily News, Sunday News, Habarileo and Spotileo.

TSN owns state-of-the-art printing and pre-press facilities on plot No 11/04 Mandela expressway opposite Tazara Railway Station. The current core business of the company is newspaper publishing and printing.

### **3.2 Research method**

To achieve the objective of this research, the researcher opted to use descriptive method of research was utilised. The purpose of employing the descriptive method was to describe the nature of a condition, as it takes place during the time of the research and to explore the cause or causes of a particular condition. The researcher opted to use this kind of research considering the desire to acquire first hand data from the respondents so as to formulate rational and sound conclusions and recommendations for the research.

This research was partially based its findings through quantitative research methods because it permits the research problem to be conducted in a very specific and set terms (Creswell, 1994). This research was also employ qualitative research method because it was attempt to find and build theories that will explain the relationship of one variable with another variable through qualitative elements in research. This permits a flexible and iterative approach.

During data gathering the choice and design of methods are constantly modified, based on ongoing analysis. Primary and secondary data was used in this dissertation. The secondary data was collated from academic materials and research publications about ethical consideration and accounting system in public sectors.

The type of research design that was used in the study was a case study design. For the purpose of this study a survey of both internal TSN employees and external TSN members was conducted. The employees were identified from TSN records and questionnaire was addressed accordingly. The total questionnaires of 60 were sent to the respondents into two phases.

The first forty (40) questionnaires were sent individually to TSN employees who were selected randomly. After two weeks the second (20) set of the questionnaires were sent to customers. The time gaps allow researcher to accommodate necessary changes that arises in the course of data collection

### **3.4 Sampling plan**

#### **3.4.1 Target population**

Saunders (2007) defines population as the full set of cases from which a sample is taken. The target population was 242 people at TSN comprising both male and female. Since the population was big, only a sample from the entire population was used during the study. The researcher ensured that the sample from the population included members from all TSN departments, and that, each member had an equal chance to be in a sample.

### **3.5 Sample size**

According to Saunders et al (2007) a sample is a group or part of a large population. Kothari (2009) defines a sample is a group of correspondents drawn from a population under the study. Cherry (2012) defines a sample as a subset of a population that is used to represent the entire group as a whole, and apart from that Kothari (2008) adds that sample should be true representatives of population characteristics so as to result into valid and reliable conclusions.

The sample consisted of 60 people -- 40 employees and 20 external individuals. The minimum sample size for employees and patients was determined by the following formula:

#### **Figure 3.1 Sample size**

$$n2= \frac{0.25xNxZ}{d2x (N-1) + 0.25x1.962}$$

Source: Pervez N, 1995

Whereby;-

N= Number of TSN employees

Z= 1.96 at 95% confidence level

d = ±5% precision level

As there is no universal formula of calculating a sample size, the rationale for using this formula was due to the nature of this study. This was a qualitative study and this formula removes biasness and includes objectivity and most importantly it has a confidence level required for such a survey (Katongo, 2006).

**Table 3.1: Sample Distribution**

<b>Category Of Respondents</b>	<b>Number Of Respondents</b>	<b>Percentage</b>
Director	1	0.8%
Manager	6	5
Supervisors	6	5
Administration department	10	8.3
Customers	5	4.2
Printing press department	30	25
Finance department	8	6.7
Sales and Marketing Department	10	8.3
Editorial department	30	25
Procurement Unit	4	3.4
Graphic design unit	10	8.3
<b>Total</b>	<b>120</b>	<b>100</b>

**Source: Researcher Data, 2013**

### **Sampling procedure**

Sampling procedure is a technique that is used to select the items for the sample and the procedure stands for the sample itself, according to Kothari (2008). One hundred and twenty respondents participated in the study and all of them were purposely sampled with the exception of customers who were selected randomly.

### **3.6 Data collection methods and instruments**

The study involved questions and discussions in the form of interviews, observation, focus group interview and documentary data. The common tools or instruments used

were questionnaires, interview schedule, documentary analysis schedule and participatory methods.

**(i) Interviews**

Interview method of collecting data according to Kothari (2008) involves presentation of oral-verbal stimuli and reply in term of oral-verbal stimuli responses. This method can be used through personal interviews and, if possible, even through telephone.

Interviews were used to collect primary data. Information collected from the interviewees included accounting system efficiency, reasons for poor performance and corporate strategy management. Open-ended and closed questions were included into the interview. Interview method was chosen because the choice of the study method depended on the purpose of the study and the research questions under the study, according to Franklin (2000).

Interviews were common means of qualitative data collection because they were flexible and allowed the researcher to manage interviewing environment. Furthermore, interviews required simple facilities and it were built on the conversation skills, which established good relationship between the research and participants. Good interviewing atmosphere was provided to the interviewees that enabled the researcher to collect valid data.

**(ii) Documentary Review**

The target population in the study of Ethical consideration and accounting system in TSN, confining itself in the Finance Department, other departments and external customers in Dar es Salaam. Documents provided secondary data for the study. In this case, documentary analysis schedule instrument was used during reviewing various documents related to the research. Documentary review method was used because information from documents helped to get information, which could not be obtained from employing other research techniques such as interviews and

observations. According to Franklin (2000), data collected from documentary analysis was used to validate data collected from using other research methods.

### **3.7 Data analysis Procedure**

Collected data was systematically analyzed. This is because data analysis is an important step towards getting solutions of a problem under study. Furthermore, data analysis is a systematic process involving working with the data, organizing and dividing them into small manageable group.

Data analysis results into synthesis of data in order to discover what is important and what has been learned so as to decide what to tell others (Guba and Lincoln, 1994). Therefore two types of data (qualitative and quantity) was analyzed.

In this case, content analysis method was used to ensure that all variables under the study were covered. For qualitative data (data from interviews), analysis began with individual response and then responses from different respondents were purposefully sorted and categorized based on the research objectives. The sorted data were compared in order to get data, which were similar. This process would result into reduction of large amount of data collected, which would easily be managed during analysis.

In this regard, small manageable and analytical groups of data was used because analyzing large amount of data was difficult and time consuming. Also Bell (1993:36) advises that when large amount of data is collected, it should be reduced into small parts before analysis. Furthermore, Miles and Huberman (1996) explain the importance of data reduction, which embodies analysis of elements because it sharpens, focuses, sorts out, discards and organizes them in such a way that final conclusions can easily be drawn.

Thus, based on Miles and Huberman's argument, would be easy for the researcher to synthesize information obtained before drawing conclusions and putting

recommendations forward. For Quantitative data (from documents), techniques were employed to analyze them.

### **3.8 Summary of the chapter.**

TSN's Ethics and accounting system survey was conducted and included administering questionnaire to TSN employees, as well as external TSN (customers). The sample involved a targeted sample size of 40 employees and 20 patients. Both primary and secondary data sources were collected from a variety of sources such as books, journals, TSN magazines, and Internet surfing. The SPSS and chi-square was employed to analyze data collected.

## **CHAPTER FOUR**

### **PRESENTATION AND DISCUSSION OF THE FINDINGS**

#### **4.1 Introduction**

This chapter presents and discusses the findings of the study. The study focused on the Ethical consideration and accounting system in Tanzania Standard (Newspapers) Limited. And the main objective of this research was to analyze if the Ethical consideration and accounting system in a public institutions like TSN was achievable.

A total of 60 respondents out of 120, which is 50% of the population from various departments and sections at the TSN were distributed with questionnaires. Those distributed with questionnaires were the top management, Administration Department, Printing press, Finance Department, Sales and Marketing Department, Editorial Department, PMU, Graphics and customers.

#### **4.2 Findings**

The study sought the following specific research objectives:

- a. To investigate the context of ethical consideration and accounting system within TSN
- b. To analyse how the accounting ethics improve accountability, transparent and objectivity within TSN
- c. To explain why public accountability and ethical standards at the TSN to ensure efficiency and cost-effectiveness.

Moreover, this chapter presents the findings of the study in short forms such as demographic format. Adding to that, the detailed discussions of the findings are presented in the chapter. the general demographic information regarding respondents is presented. This data is analyzed on the basis of three demographic variables such as gender, age, validity and reliability of test. Secondly, results of the internal variables are presented as the result of internal survey and interview/discussion

carried out at TSN. Thirdly, analysis of external variables is presented regarding the structured questionnaires. Finally, the summary of the chapter is presented in relation to the research's objectives.

#### **4.2.1 Demographic of respondents**

The 60 respondents characteristics studied are gender, age, level of education and working experience. Age and gender of respondents are inevitable as they help in determining whether family obligations interfere the day-to-day activities. On the other hand, the level of education while working experience helps to determine respondents understanding of things.

#### **4.2.2 Respondents gender profile**

The gender constitution shows that out of 49 respondents is 100% . Thirty-three (33) which is 67.3% were male, while 16 which is 32.7% were female. Despite of the slightly differences in gender noted, the study shows that both male and female demand services at TSN. The statistics of the above data is as reflected in the table 4.1 below

**Table 4:1 Respondents' gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	33	67.3%
Female	16	32.7%
<b>Total</b>	<b>49</b>	<b>100%</b>

**Source: Field Survey 2013**

#### **4.2.3 Respondents age Profile.**

When the respondents were asked to indicate their age, 27 which is 55.1% were between 35 and 55 years. Seventeen (17) which is 34.7% were below 30 years while

2 respondents, which is 4.1% were between 31 and 34 years and 3 which is 6.1% were above 55 as per the table below.

**Table 4.2 Respondents' age**

Age	Frequency	Percentage
Between 35-55 years old	27	55.1%
Below 30years old	17	34.7%
Between 31-34 years old	2	4.1%
above 55 years	3	6.1%
<b>Total</b>	<b>49</b>	<b>100%</b>

**Source: Field Survey 2012.**

#### **4.2.4 Respondents' education Profile.**

When the respondents were asked to indicate their education level, it showed that 2 which is 4.1% have certificates, 25 respondents which is 51% have advance diploma/degree, One respondent which is 2.0% has a PhD degree, while 11 respondents (22.4%) have diploma and 10 which is 20.4% have postgraduate/masters degrees. The statistics are shown in table 4 below.

#### **4.3 Respondents education Profile.**

Education level	Frequency	Percentage
Certificate	2	4.1%
Advance diploma/first degree	25	51.0%
PhD	1	2.0%
Diploma	11	22.4%
Postgraduate diploma/masters	10	20.4%
<b>Total</b>	<b>49</b>	<b>100%</b>

**Source: Field Survey 2013**

#### **4.2.5 Validity and reliability tests**

All items were firstly pre-tested for validity among all staff at the Tanzania Standard (Newspapers) Limited (TSN). The respondents were asked to evaluate the items for ability, clearness of words, and general adequacy of the items for the concepts measured.

The respondents observed that the questions were clear and inclusive, as they covered most of the elements of the concepts. Subsequently, reliability test was performed on all items. According to Hair et al., (2006) the value of alpha ranges from 0 to 1, and if the value is nearer to 1, the reliability becomes stronger. The result of the reliability test for the responses of this study is 0.878

#### **4.3 (i) What are the context of ethical consideration and accounting system within Tanzania standard newspapers ltd (TSN)?**

The following are the results obtained from internal survey of TSN about ethics and accounting system.

##### **4.3.1 Importance of ethics and accounting system at TSN.**

Researcher has analyzed employee's perception on the importance of the ethics and accounting system to the overall economic development of TSN. When the respondents were asked if there was any importance about ethics and accounting system at TSN, 42 respondents which is 85.7% of respondents said they knew the importance of ethics and accounting system at TSN, while 7 respondents which is 14.3% said they did not know the importance of ethics and accounting system at TSN as being substantial to the economic development of the country.

Such a response was in compliance with the expected response due to the fact that TSN is the largest media house in the country, who are the publishers of the national leading newspapers which has a wider readership and a network of advertising services in the country and the world at large.

This is a sign indicating that there is greater awareness of the importance of TSN in national development. It also indicates good attitude of top management of the organization as well as Ministry of Information Culture and Sports in providing awareness to employees on the main objectives of the organization. Therefore, the great awareness of the importance of TSN to employees is an indication that there is a strong organization ethics and culture at the TSN. Clarification in table 4.4 below:

**Table 4.4 the importance of ethics and accounting system at TSN**

Narration	Respondents	Percentage
Yes	42	85.7%
No	7	14.3%
<b>Total</b>	<b>49</b>	<b>100%</b>

**Source: Field Survey 2013**

**1) 4.3.2 Is it important for TSN to have accounting system**

On whether the it is important TSN to have accounting system, 48 respondents which is 97.9% resolved that it was important, and one (2.1%) did not see its importance. As far as the results are concerned it is necessary for the organization's management to improve accounting system and increase training on accounting system (ACCPAC) for all employees in order for them to have the knowledge on accounting system.

Though the number of those who did not see the importance of having accounting system is rather small, yet it calls for employees educational programme to be implemented within the organization so as to improve ethics and accounting system.

**Table 4.5 the importance of TSN to have accounting system**

Narration	Respondents	Percentage
Yes	48	97.9%
No	1	2.1%
<b>Total</b>	<b>49</b>	<b>100%</b>

**Source: Field Survey 2013**

#### **4.3.3 Is there a formal accounting system in TSN?**

The study investigated the extent to which employees with various opinions were consulted for suggestions within TSN. On the question if there is a formal accounting system at TSN, out of 49 which is 100% of all respondents, 41 respondents which is 83.75 said TSN has a clear formal accounting system which they conclude that the procedures, and standards followed in accumulating, classifying, recording, and reporting business events and transactions are followed, as opposed to 7 respondents which is 14.3% who said that there was no formal accounting system, while only one respondent who are 2% did not know if it is important for TSN to have accounting system.

**Table 4.6 Formal accounting system in TSN**

Narration	Respondents	Percentage
Yes	41	83.7%
No	7	14.3%
NONE	1	2%
<b>Total</b>	<b>49</b>	<b>100%</b>

**Source: Field Survey 2013**

#### **4.3.4 Ethical consideration in TSN helps to improve organization performance**

Most of the respondents said they understand that first of all ethics refers to well founded standards of right and wrong that prescribe what humans ought to do,

usually in terms of rights, obligations, benefits to society, fairness, or specific virtues. Ethics, for example, refers to those standards that impose the reasonable obligations to refrain from rape, stealing, murder, assault, and, and fraud.

Ethical standards also include those that enjoin virtues of honesty, compassion, and loyalty. And, ethical standards include standards relating to rights, such as the right to life, the right to freedom from injury, and the right to privacy. Such standards are adequate standards of ethics because they are supported by consistent and well-founded reasons.

Therefore, 39 respondents which is 79.6% agreed that consideration of ethics improve TSN performance, while 8 respondents (16.3%) said no and 2 respondents (4.1%) said they did not know, that consideration of ethics improve TSN performance. In addition, the researcher conducted an interview to 10 respondents to gain experience about consultation sought from employees in various occasions, most respondents they agreed that ethics help to improve organization performance (source: interview).

**Table 4.7 Ethical consideration improve organization performance in TSN**

<b>Narration</b>	<b>Respondents</b>	<b>Percentage</b>
Yes	39	79.6%
No	8	16.3%
I do no	2	4.1%
<b>Total</b>	<b>49</b>	<b>100%</b>

**Source: Field Survey 2013**

**Has accounting ethics improve accountability, transparent and objectivity?**

#### **4.3.5 Ethics and accounting system affect the overall performance**

When the study examined the extent to which employees with various opinions were consulted for their suggestions within if ethics and accounting system affect the

overall performance, 6 respondents which is 12.3% said it was very effective, 20 respondents (40.8%) said somehow effective, and 23 respondents which is 46.9% said it needs improvement. Likewise suggestions were to be implemented instantly.

These results conclude that there is a degree of consultation prevailing in TSN. In addition researcher carried out an interview to 15 respondents to gain experience on the consultation, which was sought from employees in various occasions. Many employees said that in order for TSN to improve ethics and accounting system in the organization performance, TSN needs improvement (Source; Interview). Judging from this response, it is evident that at TSN there is no culture of open consultation. See the table below Table 4.8.

**Table 4.8 Ethics and accounting system affect the overall performance**

<b>Narration</b>	<b>Respondents</b>	<b>Percentage</b>
Very effective	6	12.3%
Somehow effective	20	40.8%
Need improvement	23	46.9%
<b>Total</b>	<b>49</b>	<b>100%</b>

**Source: Field Survey 2013**

#### **4.3.6 Ethics and accounting system improve objectivity, accountability and transparent among TSN employees**

When respondents were asked to indicate that if ethics and accounting system improve objectivity accountability and transparent among TSN employees. The results illustrated by table 4.10 below shows that 38 respondents(77.6%) agreed that ethics and accounting system improve objectivity accountability and transparent among TSN employees. Good ethics and accounting system is among of internal controls which will increase efficiency in the organization. Eleven respondents (22.4%) were uncertain and disagreed with the aforesaid statement.

Furthermore, the study examined reason as to why employees say ethics and accounting system improve objectivity, accountability and transparency. This is because the employees have good ethics and good accounting system, which enable them to record their transactions correctly and systematically.

**Table 4.9 Ethics and accounting system improve objectivity, accountability and transparent among TSN employees**

Narration	Respondents	Percentage
Yes	38	77.6%
No	11	22.4%
<b>Total</b>	<b>49</b>	<b>100%</b>

**Source: Field Survey 2013**

**4.3.7 How are TSN staff satisfied with the accounting system oversight of internal control over financial reporting?**

Respondents were asked to indicate the extent to which they satisfied with accounting system oversight the internal control over financial reporting. The results illustrated by *table 4.11 below* shows that 5 respondents (10.3%) were very satisfied while 24 respondents (40.8%) were somehow satisfied with accounting system oversight of internal control system and the other 24 respondents which is 48.9% said it needs improvement.

**4.10 How TSN staff satisfied with the accounting system oversight of internal control over financial reporting?**

**Table 4.10 the accounting system oversight of internal control over financial reporting**

<b>Narration</b>	<b>Respondents</b>	<b>Percentage</b>
Very effective	5	10.3%
Somehow effective	20	40.8%
Need improvement	24	48.9%
<b>Total</b>	<b>49</b>	<b>100%</b>

**Source: Field Survey 2013**

**How the context of public accountability and ethical standards in public government ensure efficiency and cost effectiveness.**

**4.3.8 The importance of accounting system is proper classifying, recording, and reporting business events and accounting transaction. For the case of your TSN is this applicable?**

In order to assess the proper way of accounting system in TSN, the respondents were asked to rate if accounting system is proper classifying, recording, and reporting business events an accounting transaction, and for the case of your TSN, is it applicable? The purpose of analyzing this is to understand if TSN has a proper accounting system used for classifying, recording, and reporting business events and accounting transaction. The results

(Table 4.12 below) shows that 35 respondents (71.4%) agree, 12 respondents (24.5%) disagreed, while 2 respondents which is 4.1% were uncertain. This means they they do not understand if accounting system used to classifying, recording, and reporting business events and accounting transaction. This calls for TSN to have a good accounting system to be applicable to all departments.

**4.12 The importance of accounting system is proper classifying, recording, and reporting business events and accounting transaction. For the case of your TSN is this applicable?**

Narration	Respondents	Percentage
Yes	35	71.4
No	12	24.5
NONE	2	4.1
<b>Total</b>	<b>49</b>	<b>100</b>

**Source: Field Survey 2013**

**4.3.9 Ethical standard and Accounting system of TSN improve efficiency and cost effective**

As cost-effective is something of value, where the benefits and usage are worth, at least what is paid for them and efficiency is the degree to which quality is exercised. So the study examined the extent to which employees with various opinions were consulted for their suggestions within TSN, Table 4.13 shows that 36 respondents (73.5%) said yes, while 13 respondents (26.5%) said.

**4.12 Ethical standard and accounting system of TSN improve efficiency and cost effective**

Narration	Respondents	Percentage
Yes	36	73.5%
No	13	26.5%
<b>Total</b>	<b>49</b>	<b>100%</b>

**Source: Field Survey 2013**

**4.3.10 How do TSN employees understand about ethics needed in organization and accounting system which will enable them to improve performance and increase efficiency?**

TSN employees are expect to improve performance and increase efficiency. When the respondents were asked on this, 3 respondents which is 6% said that mostly they understand well, while 20 respondents (41%) agreed by rating good and 26 respondents (53%) said satisfactory.

**4.3.11 How do TSN member understand about ethics needed in organization and accounting system which will enable them to improve performance and increase efficiency?**

Naration	Respondents	Percentage
very good	3	6%
good	20	41%
satisfactory	26	53%
<b>Total</b>	<b>49</b>	<b>100%</b>

**Source: Field Survey 2013**

**4.3.12 Is there any education or training about ethics consideration and accounting system in TSN?**

When the employees were asked to express their views on education for training, 27 respondents (55%) said there were some trainings conducted on ethics consideration and accounting system in TSN as opposed to 20 respondents (41%) who thought there was no any education or training, while 2 respondents which is 4% said they were not in either side.

When the researcher conducted an interview to 15 respondents said that there were many training and education concerning ethics and accounting system in TSN (Source: Interview). Judging from this response, it is evident that at TSN there is education or training concerning ethics and accounting system in TSN.

**Table 4.14 is there any education or training about ethics consideration and accounting system in TSN?**

Narration	Frequency	Percent
Yes	27	55%
No	20	41%
NONE	2	4%
<b>Total</b>	<b>49</b>	<b>100%</b>

**Source: Field Survey 2013**

**4.3.13 in your opinions what are the challenges facing TSN in applying accounting system? And how do they consider ethics?**

When the respondents were asked to explain the challenges facing TSN in applying accounting system and how they consider ethics, most of respondents said that The accounting system (ACCPAC) not reliable. Some especially from accounts staff were not ready to learn and build knowledge on management system into an accounting system. Some respondents also said they needed both in-house and outside trainings. Others complained about Internet facilities being slow too slow which affected the performance of accounting system in their day-to-day activities, problem from consultancy in terms of high cost and availability when need arises, poor ethics led to inefficiency.

- Some employees were too bold to adapt changes
- Improper installation of accounting system which resulted into inaccurate data output, leading to non-compliance ethical consideration
- The accounting system has not been fully accommodated for TSN transactions and the accounting system was not properly secured.

**4.4 Discussion**

This chapter discussed the response rate findings and in particular the implications of the variables outlined above. This was done for the purpose of giving out the main findings of the study.

#### 4.4.1 Response rate

Table 4.16 below illustrates the response rate achieved for this dissertation. The total population for this research was 220 respondents at the selected case study and the sample but with the ability to read and write in English. The total number of respondents that participated in this research was 60. When the questionnaires were administered 49 were filled in correctly, while 11 were not, therefore not used for this study. The response rate (total number of response/sample size of research) was 80% and usable response rate (usable response/sample size of research) was 100%.

**Table 4.16 Response rate**

Particulars	Tanzania Standard (Newspapers) Limited
Population	220
Sample	60
Unusable Response	11
Usable sample	49
Usable response rate	81.7%
Total response	60
Total response rate	<b>100</b>

**Source: Author design 2013**

#### 4.4.2 Discussion of the internal elements

In this report the ethical consideration and accounting system in Tanzania Standard (News papers) Limited was evaluated. The assessment includes to examine the context of ethical consideration and accounting system within public sector, to analyze how the accounting ethics improve accountability, transparency and objectivity, and to explain how public accountability and ethical standards in public organisation ensures efficiency and cost-effectiveness.

##### 4.4.2.1 Importance of TSN to have accounting system

Employees resolved that it was important to have accounting system a necessity for organization management to improve accounting system. There should be more

training on accounting system (ACCPAC) for all employees in order for them to have knowledge critical to the success of their organization.

#### **4.4.2.2 Ethical consideration in TSN helps to improve organization performance**

As noted in the literature review and the research findings, achieving efficiency and effectiveness in the accounting system in TSN lies squarely on the moral and ethical nature of the participants.

The accounting processes should solely focus on espousing the moral (and sometimes legal) connotations of the concept of responsibility (Polo 2008) and what it means to be held responsible while relating these to accounting practices. Similarly, organizational ethics and the mode of financial management should be revised to establish new and effective approaches to accounting systems so as to shape the behavior and attitudes of their accountants and financial managers.

According to Fisher & Sweeney (1998), the norms that shape the behaviour of individuals and groups in an organization are determined on the basis of organizational culture. A pre-supposition of this research was that the underlying ethical decision-making characteristics inherent in the organizational culture of the accounting profession point to professional judgement rather than personal judgement as the appropriate decision-making approach to use in resolving accounting ethics dilemmas in accordance with the professions code.

#### **4.4.2.3 Ethics and accounting system improve objectivity, accountability and transparent among TSN member**

As noted that in table 4.10 that 5 respondents (12.3%) found out the way ethics and accounting system affect overall performance was very effective, 24 respondents (40.8%) said somehow effective, and 24 respondents, which is 46.9% said it needed improvement. Suggestions were implemented instantly.

These results act as an indicator which indicates that there is a degree of consultation prevailing in TSN. In addition researcher carried out interview to 15 respondents to

gain experience about the consultation which was sought from employees in various occasions. Many employees replied that, in order for ethics and accounting system to improve organization performance at TSN needs improvement (Source; Interview). This implied that TSN management has to conduct more training programmes on ethics and accounting system so as to improve objectivity, accountability and transparency.

#### **4.4.2.4 TSN staff satisfied with the accounting system oversight of internal control over financial reporting**

As noted from the responses of demographics in the research, the researcher noted that more respondents said accounting system needs improvement that is 48.9% for accounting system to oversight of internal control over financial reporting. Respondents were asked to indicate the extent to which they were satisfied with accounting system oversight the internal control over financial reporting.

The results illustrated in Table 4.10 *below* shows that 10.3% of respondents were very satisfied that accounting system oversight the internal control over financial reporting because the accounting system is computerized accounting methods, procedures, and controls established to gather, record, classify, analyze, summarize, interpret, and present accurate and timely financial data for management decisions. while 40.8% were somehow satisfied with accounting system oversight of internal control system

#### **4.4.3.5 Ethical standard and accounting system of TSN improve efficiency and cost-effectiveness**

As mentioned in the previous chapter (section 4.3.9) more respondents said that cost effective is something of value, where the benefits and usage are worth at least what is paid for them and efficiency is the degree to which the quality things is exercised so 73.5% of the respondents was say the way ethics and accounting system affect overall performance was very effective. They agreed that ethical standard and accounting system improve efficiency and cost-effectiveness.

#### **4.4.2.6 How do TSN employees understand about ethics needed in organization and accounting system which will enable them to improve performance and increase efficiency?**

Improve performance and increase efficiency as the respondents were asked to indicate how TSN employees understand about ethics needed in organization and accounting system, which will enable them to improve performance and increase efficiency. The results in Table 4.13 show that 3 respondents (6%) said that most of them understand well, 20 respondents (41%) agreed by rating good, and 26 respondents (53%) they satisfactory.

This implies that TSN employees did not well-understood about ethics needed in organization and accounting system which will enable them to improve performance and increase efficiency because above 50% said it was its satisfactory

## **CHAPTER FIVE**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter summarizes the entire research work, concludes research objectives and recommends on the implementation of the to analysis of the ethical consideration and accounting system, the case of Tanzania Standard (Newspapers) Limited (TSN)

#### **Summary of the study**

The study aimed at examining whether the ethical consideration and accounting system at the Tanzania Standard (Newspapers) Limited (TSN) as the case, can be achieved; and gauging the extent to which the accounts department personnel were striving at ensuring that is done. The study specifically sought the following:

- i. To investigate the context of ethical consideration and accounting system within TSN.
- ii. To analyze how accounting ethics improve accountability, transparency and objectivity.
- iii. To explain why public accountability and ethical standards in public institution ensure efficiency and cost-effectiveness

The objectives of the study were accomplished and attained because numerous data were collected and analyzed which gave the blueprint of the performance in ethical consideration and accounting system in public organization.

#### **5.2 Responses to the research objectives**

The objective of investigating the context of ethical consideration and accounting system within TSN was addressed by the descriptive statistics findings that the prevailing organization ethics and accounting system of TSN does have formal accounting system, improvement of organization performance, TSN employees understand the importance of the organization to have accounting system and

accounting system at all, consultation, transparency and accountability. However, these elements were found to exist in the organization. Furthermore, descriptive statistics tests revealed that TSN's ethics influence service performance such as tangibility, responsiveness, assurance and service provider empathy.

On the accounting ethics improve accountability, transparent and objectivity, is addressed as follows: The elements with potential to impact organizational performance as identified by the study include, staff performance, open consultation, improvement of objectivity, accountability and transparency among TSN member, transparency and accountability and appropriate recognition and reward system, as most of respondents conclude that ethics and accounting system improve objectivity accountability and transparent among TSN member

On the explanation of the context of public accountability and ethical standards in public organisation ensure efficiency and cost-effectiveness, this was addressed by identifying the organization ethics that have optimal levels of the internal and external elements mentioned in the main findings of this dissertation.

### **5.3 Conclusions**

According to the results of the study, the three main objectives (which were mentioned above), were examined at TSN. It is unquestionable that Tanzania organizations (public sectors) are influenced by their individual organization's ethics and accounting system. This study set out on the assessment of TSN organizational ethics and accounting system's impact on organizational performance in terms of service provision to clients and other customers. The descriptive statistics by using frequency distribution proved the significance of the elements identified in the main findings.

In order for a positive organization ethics and accounting system to thrive within TSN, appropriate ethics and accounting system should be in place. It is clear that appropriate ethics and accounting system have two main advantages to an organization. First advantage is that it works to keep quality services within an

organization and second iis to improve efficiency and cost-effectiveness to an organization. The (*i.e. table 4.12*) results gathered from survey at TSN revealed that 73.5% of the respondents viewed efficiency as good, while the rest of the respondents (*i.e. 26.5%*) viewed efficiency as bad. This result helps to conclude that TSN ethics and accounting system improve efficiency and cost effective.

#### **5.4 Recommendations for implementation**

Basing on the above findings and conclusions of assessing how organization ethics and accounting system can assists TSN to provide effective, efficient and quality services to customers anywhere in Tanzania as well as offering conducive environment for training and research, the researcher can now recommend the following:.

##### **5.3.1 Staff training and development**

TSN needs to cultivate ethics that will allow some of the individuals to spend their whole career with the firm and not because of lack a better choice. In order for the organization to be rated as the best public employer, employees need to come to the realization that they are developing as individuals while working for TSN. An improved employee training development programme will allow for improved external service through employing good ethics and accounting system

##### **5.3.2 Employee Education**

Employees need to be impacted with the knowledge on the purpose and the role of TSN ethics and accounting system to the economy of the country. Without understanding the purpose of TSN ethics and accounting system, it will be next to impossible for employees to buy any vision set out by executive management. This can be achieved by the way of open communication between management and employees.

##### **5.3.3 Public sector Stakeholder's consultation**

Open consultation must be encouraged among employees as part of TSN organization ethics. Public sectors all over the world are the most important

organizations as far as human beings are concerned. Also the sector is very dynamic due to the changes in technology.

It is prudent that the level of dynamism be matched to the practicality that open consultation brings. Thus, with regards to possible innovations various public sector stakeholders must be consulted because they may provide useful suggestions. The said open consultation may take the form of meetings or discussion as well as team building activities.

#### **5.3.4 Non-financial Incentives**

In addition to the financial incentives within TSN, the management needs also to look at alternative ways and means by which non-financial incentives can be introduced in the organization. For instance;-

- Awarding holiday packages to deserving employees for constant performance or contribution made to achieve organizational goals.
- Publicly acknowledging achievements of persons or departments.

#### **5.4 Summary of the chapter**

It is clear that TSN considers organization ethics and employed accounting system that has allowed it to perform thus far. However, the elements that have been identified as being important to TSN ethics need to be cultivated and encouraged. This is to allow for positive organization ethics to gradually manifest in TSN.

#### **5.5 Prospects for further researches**

This research focused on the ethical consideration and accounting system in TSN with reference to service organizations. However, the study did not investigate the following areas which are outlined below;-

- i. How TSN's ethics relate to its performance in terms of financial matters.
- ii. How TSN's ethics and accounting system in public sector services relate to private sector service performance.

- iii. How other variables such as poor education affects the adoption of good ethics and accounting system with in TSN.

These should be looked at critically. Moreover, everyone within the organisation should be alert that they are part of improving the ethical consideration and accounting system in TSN.

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## QUESTIONNAIRES

### **MZUMBE UNIVERSITY: MASTER OF SCIENCE IN ACCOUNTING AND FINANCE**

#### **RETURN TO LEAH AMANI BOX 2000, DAR ES SALAAM**

My name is *Leah Amani* I am conducting research on, Ethical consideration and accounting system in Tanzania standard newspapers limited(TSN). Your response in this questionnaire will be treated with strict confidence and is only for academic purposes. I would be grateful if you could spend 10 minutes answering this questionnaire.

Please put a tick against the answer you deem fit and where you think appropriate write your own response and you can use the back of this paper for more elaboration/comments.

#### **GENERAL INFORMATION**

- a) What is your sex
- male
  - female
- b) What is your age category?
- below 30years old
  - between 35 and 55 years old
  - above 55 years
- c) what is your highest education level?
- certificate
  - advance diploma/first degree
  - PhD
  - Diploma
  - postgraduate Diploma/Masters
- d) For how long have you been in this organization?
- Less than 2 years
  - Between 2 and 5 years

( ) Between 5 and 12 years

( ) Above 12 years

### Specific Question

**(i) What are the context of ethical consideration and accounting system within Tanzania standard newspapers ltd(TSN)?**

### Questionnaires

1) Do you know the importance of ethics and accounting system in Tanzania standard newspapers limited (TSN)? (a) Yes ..... (b) No.....

2) Do you think it is important for TSN to have accounting system?  
(a) Yes .... (b) No....

3) Do you have a formal accounting system in TSN?  
(a) Yes ..... (b) No..... (c) I do no

4) Is ethical consideration in TSN help to improve organization performance?  
(a) Yes ..... (b) No ..... (c) I do no

5) How ethics and accounting system can able to solve most of the business problem in TSN

(a) Very effective ... (b) somehow effective ..... (c) Need improvement .....

### Specific Questions

**(ii) Has accounting ethics improve accountability, transparent and objectivity?**

### Questionnaires

6) How ethics and accounting system affect the overall performance of TSN

(a) Very effective ... (b) somehow effective ..... (c) Need improvement .....

7) Does ethics and Accounting system improve objectivity, accountability and transparent among TSN members

(a) Yes ..... (b) No ....

8)How satisfied are you with the accounting system oversight of internal control over financial reporting?

(a) Very Satisfied ..... (b) Somehow satisfied ..... (c) Need improvement .....

**Specific Questions**

**(iii) How the context of public accountability and ethical standards in public government ensure efficiency and cost effectiveness.**

**Questionnaires**

9) One of the important of accounting system is proper classifying, recording, and reporting business events and accounting transaction. For the case of your TSN is this applicable?

(a) Yes ..... (b) No .....

9) Does ethical standard and Accounting system of TSN improve efficiency and cost effective?

(a) Yes ..... (b) No .....

10) How do TSN member understand about ethics needed in organization and accounting system which will enable them to improve performance and increase efficiency

(a) very good ..... (b) good ..... (c) satisfactory.....

11) Is there any education or training about ethics consideration and accounting system in TSN Yes ..... (b) No

12)In your opinions what the challenges facing by TSN in applying accounting system? and how do they consider ethics?

.....  
.....  
.....

**THANK YOU FOR YOUR COOPERATION**