

Ethical Conduct in a provincial government department in South Africa

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Abstract

Public officials have a greater responsibility to account to citizens, therefore they are expected to execute their duties with professionalism, honesty, courtesy and integrity and they are expected to refrain from unethical conduct that cripple the moral fibre of society. It is imperative for government officials to conduct themselves ethically in executing their daily duties and again it is of great importance to annotate that professional ethics in public administration is vital to ensure moral values, obligation, principles, attitudes and norms governing public functionaries. The main aim of this study was to examine ethical conduct in the Limpopo Provincial Government, Department of Agriculture and Rural Development as a case study. The proposed study was used to make suggestions on how to rebuild government 's integrity and also to address ethical challenges that South Africa's public service is facing. The mixed research methodology was utilised, with unstructured interviews and structured (self-administered) questionnaires as tools to collect primary data. A combination of probability and non-probability sampling methods were employed in selecting sample elements from the population. Furthermore, both qualitative and quantitative methods of data analysis were used for the purpose of this study. Based on the study findings although Limpopo Provincial Government, Department of Agriculture and Rural Development's officials were ethically behaving in their dealings with the public, not all the clients and community members were satisfied about their conduct. The evidence collected indicated that the citizens does not know the code of conduct for the department. Consequently, the paper recommends that the department should develop their own clear policies, procedures, code of conduct towards ethical conduct of officials.

Keywords: Ethical Conduct, Public Officials, Unethical Conduct, Public Service, Code of Conduct.

1. Introduction

This study investigates ethical conduct in the public service focusing in the Limpopo Provincial Government, Department of Agriculture and Rural Development. Ethical conduct in the Public Service is required by the Constitution. Section 195 (1) of the Constitution requires a public administration that is governed in terms of democratic values and principles including a high standard of professional ethics must be promoted and maintained. This requires a public service that is professional, ethical and performs its duties and tasks with integrity. According to the Public Service Commission News (2010:3), government has a duty to proactively promote a culture of honesty and good governance, which will in turn lead to effective and efficient service delivery. The need to build integrity derives from the Constitution which mandates the Public Service Commission to promote a high standard of professional ethics by amongst others, promoting and instilling values such as accountability and transparency. Thozamile (2012: 26) asserts that public institutions exist for the public good and employ public servants to render services to ensure a better life for all. Therefore, accountability and reliability is expected of them. Every government, therefore, must endeavour to promote the general welfare of its citizens (De Bruijn & Dickie, 2006:79). This actually emphasized that there is a need for efficient and effective administration system in the public service. And this is the ideal the Limpopo Provincial Government, Department of Agriculture and Rural Development would like to achieve. The major objective of the paper is to explore on how the respondents, particularly community members including department's clients perceive the nature and extent of ethical or unethical conduct by government officials within the Limpopo Provincial Government, Department of Agriculture and Rural Development. The following research questions guided the study:

1. What is the nature and extent of ethical or unethical conduct by government officials within the Limpopo Provincial Government, Department of Agriculture and Rural Development?
2. What is the level of knowledge on ethical or unethical conduct amongst officials and the public?
3. To what extent are the codes of conduct perceived to be effective by role players and stakeholders?
4. What are some of the key factors influencing ethical or unethical conduct in the Limpopo Provincial Government, Department of Agriculture and Rural Development?

The article instigates by presenting the background of the study, consequently providing context to the current information surrounding the issue. The next area provides some theoretical framework on ethics which includes description of the Rule-Orientated Approach, Utilitarianism, Deontology Theory, Virtue Ethics Theory and Theory of Egoism, which are the theories guiding the study. The research methodology selected for this study is also outlined to provide a map as to how the research will be conducted. Presentation and analysis of the study are prepared, followed by a transient discussion of the findings. Finally, conclusions and recommendations are presented.

2. Background of the Study

According to the Public Service Act, 1994 (SA,1994), the public service in South Africa comprises all individuals employed by the national departments as well as the nine provincial administration and which are funded by the exchequer (Venter & Landsberg, 2006:83). Section 197 (1) of the Constitution explicates that within public administration there is a public service for the Republic, which must function, and be structured, in terms of national legislation, and which must loyally execute the lawful policies of the government of the day. According to the Public Service Commission News (2010:21), the need to promote professional ethics and integrity applies universally in the public service. This requires a public service that is professional, ethical and performs its duties and tasks with integrity that is according to the (Public Service Commission News, 2010:3).

Basically government officials have been appointed to serve the public and not to promote their private or selfish interests. However, public services internationally are characterized by allegations of improper or unethical behaviours, and the South African public service is no exception. Allegations of unethical behaviours have generated widespread concern about government officials and a search for remedies. This results not only in a waste of public resources such as public funds and equipment, but also undermines public trust in the public service (Mafunisa, 2005:5).

Criticism of government officials regarding unethical conduct has recently earned attention of governments around the globe. According to the National Planning Commission (2012:401), South Africa suffers high levels of corruption and other unethical conduct that undermines the rule of law and the state's capacity to effect development and socio-economic transformation. Cloete & Mokgoro (1995:137) state that evidence drawn from the past decade suggests that a wide range of unethical conduct have been occurring in several public service bodies. More previously evidence has emerged in homelands administration, notably Lebowa and KwaNdebele. This problem has received a great deal of attention over the decades and numerous studies, researches were also conducted to address this moral decay. According to the Public Service Regulations of 1999, all public officials must subscribe to the principles of a code of conduct for the public service. The Public Service Regulations provide for a code of conduct to guide employees to conduct their actions ethically. This code provides for public servants' relationship with the legislature, executives, the public and other employees. Public Service Regulations also serve as a set of guidelines in terms of which public employees must perform their duties. When public servants do not perform as expected and neglect their duties, this is considered unethical and they could be charged with misconduct – the culmination of unethical conduct (Du Toit et al., 2002:112). It is therefore a challenge for the government to ensure that legislative framework, codes of conduct, norms and values and ethical awareness are prescribed to improve performance and for the smoothly running of government departments. Next, we provide a brief discussion of theoretical philosophies applicable to ethics.

3. Theoretical Framework on Ethics

Mainga (2012: xii) commented that ethics has long been an outstanding issue in the day to day running of organisations over the past decades. The issue has however become more scrutinized due to the globalization trend which has put more pressure on organisations and governments to be more accountable and responsive to their consumers and citizens. He further alluded that in Africa, the efforts towards recognizing ethical values within governments have been more emphasized due to the high corruption and governance issues and unethical behaviour evidenced in the public sectors. Van der waltd (2016:40) describes ethics as the norms, values and standards which guide the behaviour and actions of people. It is also defined as the systematic study of values (Starling, 2002:166).

According to Chonko (2012:1), ethical theories provide part of the decision-making foundation for decision making when ethics are in play because these theories represent the viewpoints from which individuals seek guidance as they make decisions. Panza & Potthast explains that ethical theory serves as the foundation for ethical solutions to the difficult situations people encounter in life. In fact, for centuries, philosophers have come up with theoretical ways of telling right from wrong and for giving guidelines about how to live and act ethically. According to Chonko (2012:1-2), in order to further understand ethical theory, there must be some understanding of a common set of goals that decision makers seek to achieve in order to be successful. For individuals, the ethical theory they employ for decision making guidance emphasizes aspects of an ethical dilemma important to them and leads them to the most ethically correct resolution according to the guidelines within the ethical theory itself. Many social science theories have therefore been used in research on ethical issues and some of the significant ones used in this study include the Rule-Orientated Approach, Utilitarianism, Deontology Theory, Virtue Ethics Theory and Theory of Egoism.

According to rule- orientated approach, doing good means obeying the rules or doing our prescribed duty, irrespective of consequences or motives. Applying this point of view to public sector ethics obviously focuses on the regulations and codes governing public financial management (Pauw et al., 2015:296). Rule consequentialism holds that moral behaviour involves following certain rules. The most common indirect consequentialism is rule consequentialism, which makes the moral rightness of an act depend on the consequences of a rule. They might argue, for example, that theft is morally wrong because it would be disastrous if everybody broke a rule against theft (Sinnott-Armstrong, 2015). Utilitarianism is an ethics of welfare. It can be described by the phrase, “the greatest good for the greatest number” (Saha, 2014:29). Utilitarianism can be defined as the moral doctrine whereby everybody should act to produce the greatest possible balance of good over bad for everyone affected by the action (Meyer & Botha, 2004:318). For example, public officials can perform the acts that benefit society by delivering services effectively, regardless of personal feelings or the societal constraints such as laws, for example the code of ethics. Saha (2014:29) asserts that business guided by utilitarian approach focuses on behaviours and their results, not on the means of such actions.

Amundsen & Pinto de Andrade (2009:8) assert that Deontological ethics looks at our fidelity to principle and disregards the consequences of a particular act, when determining its moral worth and it also revolving entirely around duty rather than emotional feelings or end goals.

Chonko (2012:2); Disoloane (2012:41-42) allude that for instance, if the public official who must be on time to a meeting is running late, how is she supposed to drive? Is speeding breaking her duty to society to uphold the law or is the official supposed to arrive at the meeting late, not fulfilling the duty to be on time? This means that a person will follow his or her obligations to another individual or society because upholding ones' duty is what is considered ethically correct. According to Saha (2014:28), in deontological theories actions are judged as ethical or unethical based on duty or intentions of an actor. The most important defender of deontological ethics is Immanuel Kant who forwards his moral theory in 1788.

Chonko (2012:3) asserts that virtue ethical theory judges a person by his or her character rather than by an action that may deviate from his or her normal behaviour. It takes the person's morals, reputation and motivation into account when rating an unusual and irregular behaviour that is considered unethical. For instance, if a Personal Assistant to the Director concerned has submitted a wrong report, and was later detected by the Director, the Director who knows the P.A well will understand the P.A 's character and will judge her accordingly. If the P.A normally follows the rules and has good standing amongst his colleagues, the Director who encounters the wrong report may be able to judge the P.A. more leniently. Perhaps the P.A had too many reports on her desk and simply took the wrong report instead of the correct one. Contrariwise, the P.A who has a reputation for continuous mistakes is more likely to be judged harshly for her mistakes because of his past consistent errors (Chonko, 2012:3; Disoloane, 2012:42-43). Shaver (2014) states that ethical egoism claims that it is necessary and enough for an action to be morally right that it maximises one's self-interests. Saha (2014:30) states that under this model an action is morally correct if it increases benefits for the individual in a way that does not intentionally hurt others, and if these benefits are believed to counterbalance any unintentional harms that ensue. Meyer & Botha (2004: 316) used South Africa's racial policies of the past as an example to illustrate this theory. Many US companies, such as Coca Cola, stayed in South Africa during the apartheid years because these companies could through social programmes contribute to the upliftment of the oppressed people at that time. According to the Egoism theory, this was only done to secure long-term benefits (most probably because large capital investments were made) and not because of social responsibility. Generally, this implies that public officials must follow certain rules, regulations and codes governing them and everybody should act ethically to produce the best possible balance of good action.

4. Research Methodology

The mixed research methodology was utilised, with unstructured interviews and structured (self-administered) questionnaires as tools to collect primary data. Mixed methods approach refers to a separate methodology in which both qualitative and quantitative approaches, methods and procedures are combined or "mixed" to come up with a more complete picture of the research problem (De Vos et al., 2011:434). Mixed methods approach was adopted because it presented a fuller picture, better explanation and depiction of a phenomenon because it is a combination of two different methods. De Vos, et al. (2011:435) assert that they need to be "mixed" in some way so that together they form a more complete picture of the problem than they do when standing alone. In this study the researcher settled for probability and non-probability sampling which is, stratified random sampling method, simple random sampling

and convenience sampling. Stratified random sampling method was used preferably to divide government officials into ranks that is, Chief Directors, Directors, and Deputy Directors and Assistant Directors. Simple random sampling was preferably used to members of the community because they are entitled to receive services from the department and they are the ones who are directly affected by the ethical or unethical conduct of government officials. Having picked community members randomly, a convenience sampling technique was also applied to identify the elements and to select respondents who were nearer and most easily available, particularly department's clients who are supposed to have regular contacts with the department.

A representative sample size of 140 individuals were selected for this study, composed of 20 government officials and 120 community members including department's clients. Hundred and twenty (120) questionnaires were administered to community members and the return rate was 85% as a total of 102 completed questionnaires were secured. For interviewees, out of twenty (20) government officials only seventeen (17) were interviewed. These interviews targeted officials from different management levels based on their experiences and capabilities towards ethics within the department and on the basis that they were manageable and accessible. Of the envisaged 140 respondents of the research study, only one hundred and nineteen (119) respondents participated in the study.

Given the nature of data collection instruments used in this study two forms of data analysis methods, qualitative and quantitative data analysis methods were used. For qualitative data obtained through interviews, data was organized in a form of text, written words, phrases, content and emerging themes for analysis. Quantitative data collected through questionnaires was analysed through the Statistical Package of the Social Sciences (SPSS) computer software. Where in raw data was captured into the Microsoft Excel spreadsheet which was later copied into the Statistical Package of the Social Sciences (SPSS) computer software, which assists in processing and producing reports, in different formats, such as tables, charts, graphs, summaries, descriptive stats and complex statistical analysis. The study was ethically sound because an approval by the Department of Public Management, Faculty of Humanities, at the Tshwane University of Technology was granted. Yet again the permission to conduct the research from the Limpopo Provincial Government, Department of Agriculture and Rural Development was also granted. The participation of respondents was voluntary and respondents were thoroughly informed and guided about the purpose of the survey. Respondents were assured of confidentiality and anonymity as well as the right to withdraw from participation if they felt uncomfortable.

5. Presentation and Analysis of Findings

This section presents an overview of the key findings of the paper. The study is interested in establishing how the code of conduct developed by the Public Service Commission was received and applied to governmental departments specifically, Limpopo Provincial Government, Department of Agriculture and Rural Development. The findings are presented according to the objectives of the study which were to assess the extent of ethical or unethical conduct by government officials in the department.

5.1 The nature and extent of ethical or unethical conduct

In terms of the nature and extent of ethical or unethical conduct by government officials within the Limpopo Provincial Government, Department of Agriculture and Rural Development. The respondents acknowledged that ethics deals with what is right and wrong those who strongly agreed accounted to 56.9%, agreed were 31.4% compared to 11.8% who said they don't know and those who strongly disagreed and disagreed were at 0%. The researcher was also keen to establish whether public officials in the Limpopo Provincial Government, Department of Agriculture and Rural Development were ethical in their dealings with the public and found that 44.1% of community members strongly agreed, 37.3% agreed while 18.6% disagreed that departmental staff members are not ethical with their dealings with the public compared to 0% who don't know and strongly disagreed.

The study also sought to establish whether unethical behaviour is a negligent of conduct given in a situation where 48.0% strongly agreed, 42.2% agreed, don't know for 9.8% and 0% who strongly disagreed and disagreed. The researcher also found that unethical behaviours of government officials lead to poor service delivery with 75.5% of respondents who strongly agreed, 24.5% who agreed and 0% for don't know, strongly disagree and disagree. Respondents who strongly disagreed that unethical behaviours can be contained accounted for 40.2%, who agreed were 36.3%, who said they don't know were 23.5% compared to 0% who disagreed and strongly agreed. This may mean that the public is losing confidence in government's ability to correct the negative image that it has. This is because the public is losing trust and hope to government officials and government as a whole. For example, the Zuma and Guptas saga, the former President Jacob Zuma has been accused of having a corrupt relationship with members of the Indian- born Gupta family, and even letting them interfere in ministerial appointments.

5.2 The level of knowledge on ethical or unethical conduct

The researcher sought to determine the level of knowledge and understanding on ethical and unethical behaviour where 37.3% indicated that ethics is about what is right and wrong, 33.3% said ethics is acting in a manner defined as acceptable and those who don't know accounted for 29.4%. From the analysis the common types of unethical behaviours observed in the Department of Agriculture and Rural Development was also asked where 44.1% of the respondents indicated that coming to work late and knocking off early, 32.4% mentioned that promising services but not delivering in time, whereas 23.5% indicated incompetency and unfaithfulness such as using government property for personal purposes and disclosing confidential information like awarding of tenders and filing of posts.

Mafunisa (2000:5) indicated that which is construed to be unethical behaviour includes the protection of, covering up of, incompetence; lack of responsiveness to the needs of clients; tardiness in the discharge of assigned and accepted duties; the manifestation of inefficiency and effectiveness; corruption; incompetence; fraud; bribery; sexual harassment; nepotism; favouritism, victimization; subjective and arbitrary decisions; disclosing of confidential information; tax evasion and speed money. In relation to the instrument to ensure ethical conduct 58.8% respondents indicated dismissals, 31.4% imprisonment and 9.8% mentioned fines.

5.3 The extent of codes of conduct perceived to be effective by role players and stakeholders

The third objective was to determine the extent of codes of conduct perceived to be effective by role players and stakeholders. The study sought to establish whether community members know the code of conduct in the Department of Agriculture and Rural Development and established that 44.1% don't know the code of conduct of the department, 30.4% disagreed, 25.5% agreed they know the code of conduct of the department and there were no respondents who strongly disagreed and who strongly agreed. A combined 74.5% doesn't seem to know about the department's code of conduct. This is worrying because how will the public hold the public officials accountable when they are not aware of the standards such as the code of conduct. A code of conduct fulfils a primary function in the fight against corruption and unethical conduct on the part of public officials and political office-bearers and should be regarded as being among the most important measure to combat corruption. The researcher wanted to determine whether the department has a code of conduct where 38.2% indicated don't know, 32.4% agreed compared to 29.4% who disagreed with the statement and there were no respondents who strongly disagreed and strongly agreed. The researcher also found that officials are not complying with the code of conduct with 47.1% of respondents indicating strongly agree, 31.4% agreed as compared to 21.6% who disagreed and 0% were on strongly disagreed and I don't know.

The finding is surprising since in the previous section a majority indicated that they did not know about the department's code of conduct. The explanation could be that respondents may have just answered the question without due consideration. In regard to honesty and accountability of the officials, respondents strongly agreed with 51.0%, compared to 33.3% who agreed that they were honest and accountable when dealing with the public, 15.7% disagreed and 0% on strongly disagreed and I don't know. The idea is that human beings should be treated with dignity and respect because they have rights. It could be argued that in deontological ethical theory, people have a duty to respect other people's rights and treat them accordingly. For example, acts of lying, promise breaking, or murder are intrinsically wrong and therefore people have a duty not to do these things. Among the sample 41.2% agreed that officials are executing their duties in a professional manner, 31.4% disagreed, only 27.5% strongly disagreed and there were no respondents who strongly agreed and don't know. A combined 58.9% doesn't think officials are executing their duties in a professional manner. Although this is a negative finding, the department and management must not sit back and relax while things are getting out of hands, precautionary and enforced measures like disciplinary actions must be taken against officials who are not executing their duties effectively.

5.4 Key factors influencing ethical or unethical conduct

In relation to the key factors influencing ethical or unethical conduct of officials, research shows that 57.8% respondents indicated low salaries, underpaid public servants, financial worries and indebted employees causes unethical behaviours, According to Thozamile (2012:31), most public servants suffer from stress and addictive behaviours resulting from being trapped in financial debt. Financially indebted employees become vulnerable to unethical behaviour. If one considers the financial management system's weaknesses and challenges in various departments, one can observe that some of the weaknesses are deliberately unattended to so as to allow space for corrupt tendencies to manifest themselves. Some 7.8% mentioned dissatisfied

working conditions and poorly organized public service compared to 34.3% who said greed and dishonesty push officials to compromise values and act immorally. In regard to types of actions taken against corrupt officials, the types were found to be disciplinary actions and warnings from responses which stood at 11.8% and through severe punishment and dismissals which was presented at 34.3% and 53.9% mentioned imprisonment.

Maluleke (in Mafunisa 2000:64) was of the opinion that imprisonment without the option of a fine should be the minimum sentence for those involved in corruption. From the analysis the most method to improve unethical behaviours of officials was argued to be through training and workshops with 43.1% whereas 19.6% said regular briefing sessions. Some respondents 37.3% indicated that education and training must be put in place to improve unethical behaviour. Malan & Smit (2001:102-103) states that an introduction of ethical training including the application and compliance of Code of Conduct of Public Servants, ethical principles, the handling of misconduct cases, the content of the Disciplinary Code and Procedures for Public Servants can be pursued to improve professional ethics. The mechanism to combat unethical conduct was found to be through internal investigations such as warnings, suspensions and dismissals from responses which stood at 36.3% and through imprisonment and fines which was represented at 43.1% compared to 20.6% who mentioned whistleblowing mechanism. Malan & Smit (2001:102-103) attest that developing appropriate effective whistle blowing mechanism, and ensuring that employees understand the need for, as well as the consequences of whistle blowing can be pursued to improve professional ethics.

6. Discussion

The study demonstrates a depiction that although Limpopo Provincial Government, Department of Agriculture and Rural Development 's officials seem to be ethically behaving in their dealing with the public, not all clients are satisfied or convinced about their ethical conduct. There is a need for ethical awareness within every organization to guide and improve ethical conduct of officials. In situations where officials are found to be unethical, the government must make sure that strict measures like dismissal and imprisonment are enforced to curb unethical conduct of officials. Ethical understanding and knowledge are recognized as a critical element to the accomplishment of ethical initiatives within the organization. Ethical knowledge is very much significant to increase the level of knowledge and to make sure that ethics basis is recognized and adopted. It is therefore important for the government and the department to engage the officials and public on ethical issues. Code of conduct is crucial to guide and direct officials of what is expected of them in relation to ethical conduct. According to Bauer (2002:181-182), a code of conduct serves as an instrument for the prevention of corruption and it contains guidelines for serving the public and mechanism that can prevent the occurrence of situations that can lead to corruption practices. Hanekom, Rowland & Bain (2001:163) explain that codes of ethics become necessary in order to guide the public official in rendering service to society, to safeguard the official against unjustified claims from society, and also to improve the view people have of the public service. Although findings show that citizens do not know the code of conduct for the department and if the department has a code of conduct. How will the public hold the public officials accountable when they are not aware of the standards such as code of conduct? It is therefore imperative for the department to develop their own clear policies,

procedures, code of conduct or ethics towards ethical conduct of officials. Education and training in a work situation is crucial to capacitate the officials with ethical issues. This implies that government officials need to be retrained to be able to cope with new responsibilities involved in reforming rules and regulations (Mafunisa, 2000:5). Education and training are important to necessitate the adoption and improvement of ethical conduct of officials in the organization. Zitha & Mathebula (2015:22) agree that there must be a sense of urgency for government to invest more on training and workshops on ethical conduct of public servants.

7. Conclusion

In conclusion, the study found that most respondents indicated that although Limpopo Provincial Government, Department of Agriculture and Rural Development's officials are ethically behaving in their dealings with the public, not all the clients and community members are satisfied about their conduct. Some clients are satisfied about official's behaviour in the department, others are not, for various reasons. Furthermore, there has been an indication that community members also acknowledged that ethics deals with what is right and wrong. This may indicate the extent to which community members are aware and familiar with the nature of ethical conduct. While this may be the case, a considerable number of community members still disagree that unethical conduct can be contained. This is because the public is losing confidence in government's ability to correct the negative image that it has. It is therefore necessary that the government should enforce strict measures such as imprisonment to curb unethical conduct in the public service. With reference to determining the level of knowledge on ethical or unethical conduct by officials and the public. As reflected by the data collected from the study, it is however satisfying that community members indicated their personal knowledge and understanding about ethical or unethical conduct.

Based on the study findings the study concludes that there is a general knowledge of the perception ethical conduct or ethics which deals with what is right or wrong. While the level of public awareness is evident not all members are knowledgeable in terms of ethics. Even though this is a positive outcome, in this regard the department must ensure that road shows are conducted to increase the level of understanding. In relation to the extent of code of conduct perceived to be effective by role players and stakeholders. The evidence collected indicated that the citizens do not know the code of conduct for the department and if the department has a code of conduct. While this may be the case, a considerable number of community members strongly agreed that officials are not complying with the code of conduct. This finding is surprising since in the previous section a majority indicated that they did not know about the department's code of conduct. This could be that respondents may have just answered the question without consideration. Significantly organizational leaders and staff members alike should be guided by the organizational policy documents and codes such as the code of conduct of their organization. Therefore, it was deduced that code of conduct should be considered as an effective document to enhance ethical conduct. In terms of some key factors influencing ethical or unethical conduct in the Limpopo Provincial Government, Department of Agriculture and Rural Development. The study also concludes that Individual, organizational, psychological and social factors like financial worries, dissatisfied working conditions, greed and honesty push officials to compromise values and act immorally. The study deduced that

imprisonment and dismissals must be taken against corrupt officials. It is therefore recommended that the Limpopo Provincial Government, Department of Agriculture and Rural Development should develop their own clear policies, procedures, code of conduct or ethics towards ethical conduct of officials. Moreover, the implementation of training and development through workshops and training and education for staff members should be enhanced to necessitate the adoption of ethical behaviour and also to improve ethical conduct of officials. This would enable the Limpopo Provincial Government, Department of Agriculture and Rural Development to improve its strategy in terms of implementing an improved ethical conduct amongst officials in the department.

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