

THE ROLE OF WORK ETHICS IN IMPROVING EMPLOYEES 'PERFORMANCE IN PUBLIC ORGANIZATION: A REVIEW WITH FOCUS ON THE SULTANATE OF OMAN

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Abstract

This study examines the effect of work ethics on employees' job performance. The study studied how work ethic influences worker performance and how either strong or weak work ethics can contribute to either encouraging or discouraging worker job performance. The study's findings indicated a significant association between work ethics and organizational success. Management has a significant impact on work ethics since it is regarded as a critical component of successful performance in a competitive environment, and a lack of interest in it will result in big problems for Omani public organizations. Work ethics will result in an increase in employee performance, indicating that implementing work ethics can assist an organization attain overall excellence.

Keywords: Work Ethics, Employees' Performance, Public Organization, Sultanate of Oman.

BACKGROUND

Ethics is a key topic in private and public organizations, particularly in human resource management. A strong ethical culture inside an organization will provide direction and guidance in a variety of areas, resulting in a cohesive, harmonious, and ethical workforce. However, no ethics guidance or standard exists that is universally applicable, suitable, and applicable to every organization. The code of ethics is an excellent measure of an organization's performance to both adopting and executing ethical actions (Wood, 2000).

Contemporary firms must take proactive measures to ensure that workers perform at the appropriate level of performance while adhering to approved industry standards and best practices in their industry and country of operation. According to Osibanjo et al. (2015), one of these acts is known as ethicism, with work ethics being one of those actions that can help employees achieve the necessary level of job performance, regardless of the sharp behaviors and unethical work practices of competitors in the organization environment. However, there is a perceived loss in work ethic (Tolbize, 2008), as seen by the numerous integrity infractions committed by many employees in today's workplaces. Fraud, theft, corruption, information manipulation, and other forms of wrongdoing are widely reported currently (Huberts, Kaptein, Lasthuizen, 2007). According to prominent researchers, in order to maintain market leadership or to become an industry champion, ethical behavior must be institutionalized (Schminke, Arnaud and Kuenzi, 2007).

Work ethics can be defined as a cultural norm that encourages individuals to be accountable and accountable for their actions based on the concept that work has intrinsic value for the

individual (Yankelovich and Immerwahr, 1984). A corporate code of ethics is a statement of the company's values, ethics, norms of behavior, code of practice, or philosophy regarding its responsibilities to its employees, shareholders, consumers, the environment, or any other component of society (Langlois and Schlegelmilch, 1990).

The ethical climate seen by employees is found to be connected to job happiness, organizational performance, and organizational performance (Kim and Miller, 2008). Supervisor and peer performance ratings are one approach of evaluating job performance because they are primarily based on human behavior with evaluative components. Employee behavior at work is not always tied to job-specific features, but rather to how effectively an employee succeeds at their job (Jex, 2002). This is consistent with the notion of work ethics, which states that an individual is accountable for the work they perform in accordance with ethical standards.

The employee's performance is defined as his or her behavior or action (Campbell, 1990). Individual work performance has been defined as being associated with work behaviors that contribute to organizational goals and are within the control of the individual job holder (Koopmans et al., 2011). Campbell (2013) stated that work performance should be defined in terms of job incumbent behavior as opposed to results and must be defined within the context of organizational goals. However, the pressure to perform exceptionally well has caused many job holders to be simply concerned with the results and not with how they are accomplished. 'Unfair,' you may say, but the reality is that colleagues who engage in well-known unethical behavior reap the dividends unchecked. Individuals and organizations that are unwilling to pursue these unethical practices frequently struggle to achieve deadlines. Against this backdrop, numerous debates have taken place over the types of work ethical behavior that are expected of employees in order to maintain the expected level of job performance. According to research, strong work ethics contribute to superior job performance, whereas bad or subpar job performance results from a lack of or disregard for work ethics (Linz and Chu, 2012).

According to Marri, et al. (2012), work ethics help employees develop a positive attitude toward hard work and their organization. To ensure an employee's job performance, the person must demonstrate a strong sense of responsibility, honesty, discipline, quality, and a willingness to work in a team. According to some, any of these behaviors are limited to the job description and obligations. Others say that they have an ethical obligation to the organization by insuring its continuous existence. As a result, this study examines the effect of work ethics on employees' job performance. The study studied how work ethic influences worker performance and how either strong or weak work ethics can contribute to either encouraging or discouraging worker job performance.

EMPLOYEES' PERFORMANCE

Performance management is a systematic approach for enhancing organizational performance via the development of individual and team performance (Armstrong, 2006). As a result, it may be concluded that the optimized performance and stability are not coincidental. Certainly, it is achieved via the stages with effective performance management and maximal effort. Individual performance can be quantified in four ways (Miner, 1988): first, the quality of work as

measured by the error rate, the extent of damage, and accuracy in work; second, the quantity, the number of jobs generated; third, the use of time in work as measured by absenteeism, tardiness, effective working time / working hours lost; and fourth, cooperation with others in work. Job satisfaction can operate as an intervening variable in examining the effect of organizational culture on corporate performance, as empirical research demonstrates (Biswas, 2015).

Job performance is directly tied to how well individuals perform in their assigned work. Along with training and innate qualities (such as dexterity or inherent skills), work performance is influenced by elements in the workplace environment, such as physically demanding duties, employee morale, stress levels, and extended work hours. Job performance represents a variety of critical factors that are dependent on the company's growth and productivity. According to Soysub and Jarinto (2018), work performance refers to the behavior of employees while they are at work that contributes to the organization's goals. The organization evaluates this behavior formally as part of employee accountability. To comprehend and eventually forecast job performance, it is critical to define the phrase correctly. Job performance refers to employee behavior that is within their control, not to the results (effectiveness), the costs associated with achieving those results (productivity), the results that can be accomplished in a specified amount of time (efficiency), or the values that organizations place on performance, effectiveness, certain productivity, or efficiency (utilities).

According to Muchhal (2014), performance is critical for organizations since it directly correlates with commercial success. Additionally, performance is critical for individuals, as completing duties can provide a sense of fulfillment. Several factors, however, can influence employee performance, including equipment, the physical work environment, meaningful work, standard operating procedures, rewards for good or bad systems, performance expectations, and performance feedback, in addition to the knowledge, skills, and attitudes required of self-employed individuals. Borman and Motowidlo (1993) propose a two-part classification of performance achievements: task performance and contextual performance.

Task performance refers to the effectiveness with which employees carry out activities that formally become part of their work and contributes to the technical core of the organization, and employees learn that appropriate performance refers to behaviors that support the broad social environment in which the technical core must operate. This includes unrestrained behavior that contributes to the organization's success.

Contextual performance refers to intentional organizational efforts that are unrelated to work and do not directly contribute to the technical core. Contextual performance encompasses tasks such as assisting others, cooperating with others, and volunteering that are not technically part of the job description but are critical for all employment. According to Le et al. (2011), there are numerous indications that can be used to evaluate employee performance, including the following: a). Quality, which is determined by employee perceptions of the quality of work produced and the task's perfection for employees' skills and abilities. b). Quantity, the quantity generated and expressed in terms of activity cycles completed. c). Timeliness, the degree to which an activity is completed at the start of the specified time period, with output results, and

with the maximum amount of time available for additional tasks. d). Effectiveness, or the level of utilization of organizational resources, is maximized in order to maximize the yield of each resource unit. e). Independence, the degree to which an employee can later perform his job function while adhering to work performances.

WORK ETHICS

This review is predicated on the concept of 'work.' It is a universal phenomenon whose application changes according to the context, from formal to casual activities, whether in the primordial to current sense. These definitions distinguish employment from other pursuits such as recreation, play, or art (Ogunbameru, 2000). Work is defined in this context as "a human activity aimed toward a goal, such as lecturing or creating soap." Thus, work entails transitive action carried out for the purpose of achieving an objective that aims to meet human needs. As Kuper and Kuper (1996) defined it, 'all physical and/or mental activity that change natural materials into more useful forms, advance human knowledge and understanding of the world, and/or create or distribute things to others.'

Work based on these perspectives is intended to fulfil a variety of roles, each of which serves a distinct purpose. The most evident is the economic role of generating goods and services, for which the employee is compensated with salary for performing the job properly. The researcher believes that work performance is a measure of an employee's ability to achieve the requirements associated with a particular job. Work performance refers to the quality and quantity of human production required to accomplish work objectives agreed upon by employees and supervisors. Thus, to do the job assigned to a worker, it must have been judged as either good or bad based on an agreed-upon level of performance between employees and their managers.

The term "ethics" comes from the Greek word "ethos," which translates as "character" or "custom." According to Hubert et al. (2007), ethics is a collection of ideals and standards that serve as a yardstick or benchmark for evaluating the integrity of individual behavior. It establishes the criteria for determining whether a behavior is correct or incorrect (Fajana, 2006). Ethical behavior establishes what is acceptable or unacceptable behavior within a context or setting. Pojman (1990) identifies four dimensions of ethics in his earlier writings: actions, the act (right, wrong, permissive), consequences (good, bad, indifferent), character (virtuous, vicious), and motive (goodwill, evil will).

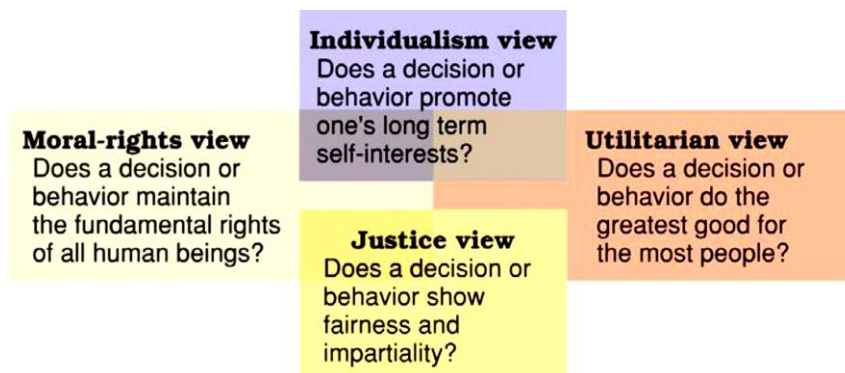
Thus, ethics is a field that investigates human behavior in connection to what others expect of him/her, and because we are interested in his/her work, it also includes what is expected of him/her when doing his/her job obligations. Work ethics are the moral principles that guide individual employees in their work and interactions with co-workers, clients, and other economic agents (competitors, shareholders, suppliers, dealers, etc.). These ethics serve as a framework for thinking and decision-making around what is right and wrong (Grace and Cohen 2005). The traditional work ethic emphasizes that work is intrinsically beneficial and that by working diligently, one may overcome challenges and achieve success in life. It is defined as an individual's attitude toward and expectation of work as influenced by their convictions.

According to Fajana (2006), it consists of those beliefs and practices that are concerned with morals and ethical behavior in the workplace. Thus, work ethics define what should be done and what should not be done at work.

While Ethic has a protestant basis, work ethics programs originated in the military industry to assist firms in complying with greater regulation following a series of crises. The concept as a whole portrays labor as a religious and moral obligation, and is now frequently utilized as a simplified public version of the concept, particularly in explaining employee performance, organizational performance, and productivity. In the 1930s, religious organisations introduced and spread the ethic in the United States. The country's abundant natural riches and the belief in America as the land of opportunity, as well as wartime patriotism, contributed in the establishment of a work ethic (Fajana, 2006). After the Second World War, Western Germany's need to survive the effects of war resulted in the gospel of work ethics, whereas in this part of the world, the quest to find the appropriate philosophical and development paths within a minute resulted in less ethical practices and a high rate of fraudulent practices.

Numerous opposing ideas have been advanced regarding what constitutes ethical behavior. Anstett and Guest (2007) discussed four ethical viewpoints relevant to this context (Figure 1).

Figure (1): Perspectives of Ethical Behavior



Source: Anstett and Guest, (2007)

The utilitarian perspective took into account how work is accomplished. It observes that frequently, the greatest good is supplied to the largest number of people. It makes an attempt to evaluate the moral repercussions of decisions in terms of their outcomes. While it is believed that this perspective can improve worker productivity, which is a necessary condition for exceptional performance, it may result in disregard for the rights of some individuals in broader society. Individualism, on the other hand, is predicated on the concept that one's primary performance should be to the promotion of one's long-term self-interests. If self-interest is pursued in the long run, the argument goes, lying and cheating for short-term gain should not be condoned because if one person does it, everyone will, and no one's long-term interests will be met (Grace and Cohen, 2005). Individualism is meant to encourage honesty and integrity, but in the workplace, it can result in 'pecuniary ethics,' which one observer describes as a proclivity to 'push the law to its outer edges'.

The moral-right perspective established the importance of respecting and protecting people's fundamental rights. People's rights to life, liberty, and equal treatment must not be crushed. However, this right may result in an overly formal work environment, which several researchers have criticized for impeding productivity. Finally, the justice perspective is predicated on the concept that ethical decisions should treat people fairly and impartially in accordance with guiding laws and standards. This approach assesses the ethical implications of each decision by determining the degree to which it is equitable for all parties involved. Justice practice might foster an entitled mentality and hinder productivity.

Considering the aforementioned viewpoints, a variety of theoretical explanations for the relationship between work ethics and employee performance might be investigated. The labor process theory, first proposed by Karl Marx (translated in 1976) and elaborated by Newton and Findlay (1996), advocated for how management might move away from the assumption that work affects job holders' behavior and instead establishes control mechanisms. They assert that management is continually looking for ways to enhance the effectiveness of control systems used to ensure job performance. This promotes the type of work conduct those results in the desired degree of job performance through the lens of work ethics. Although the theory falls short of defining what constitutes a strong or weak work ethic. The agency theory elucidates this by claiming that in order for an organization to experience and improve its employees' performance, the employees' activities must be well directed by work ethics. Alternatively referred to as principle agent theory, it states that principals (owners and managers) must design mechanisms for monitoring and managing their agents' behavior (workers). Certain aspects of the theory are problematic and necessitate thorough explanation of work in terms of objectives and expectations, as well as the establishment of a feedback mechanism to assess performance. This approach emphasizes the importance of ensuring that personnel adhere to job descriptions, discipline, integrity, teamwork, and quality.

DIMENSIONS OF WORK ETHICS

There are seven major characteristics of work ethics that must be understood in order to understand work ethics in the context of Max Weber's original thoughts on work ethics as distinct from other job-related concepts. To accomplish this purpose, a scale has been established by (Miller, Woehr and Hudspeth, 2002). The sizing The Multidimensional Work Ethics Profile (MWEP) is composed of seven dimensions: leisure, lost time, self-reliance, deferred satisfaction, effort's centrality, hard work, and morality/ethics.

WASTED TIME

In this sense, wasted time refers to an interlinked chain at the conclusion of one that demonstrates a strong dedication to time management for optimal output, and efficient time management is consistent with a strong work ethic (Miller, Woehr and Hudspeth, 2002). Historically, performance enhancement has been associated with good time management, whereas time mismanagement has been highlighted as a barrier to productivity. Effective time management is a sound notion that can help alleviate worry and boost contentment.

LEISURE

To comprehend organization and entertainment links, a distinct and substantial distinction must be made between recreational possibilities, recreational activities, and entertainment orientation (Okpara and Wynn, 2008). Leisure ability refers to an individual's capacity to do what he wants, when he wants (Kelly, 2012). Leisure time reflects leisure orientation, the value placed on non-work activities by an individual (Sonnetag and Bayer, 2005).

SELF-RELIANCE

Individuals who have not yet established themselves in the workforce may be extremely careful about self-reliance, as they may be regarded established professionals and must immediately demonstrate the ability to operate independently (Emerson, 2020). The work environment helps people and companies avoid long-term performances. Twenge et al. (2010) study revealed that young people comprehend their new work environment and accept the concept of self-reliance. Older generations believe that traditional career pathways are a thing of the past and that professional independence is critical in modern life. Previous research confirms that younger employees are committed to self-reliance because they demonstrate a strong route of self-expression and a desire to take on more responsibility make their own decisions, and work independently.

DELAY OF GRATIFICATION

It is the capacity to forego immediate gratification in order to reap future gains (Tobin and Graziano, 2010). Additionally, it is the capacity of an individual to stick to a fundamental course of action in order to accomplish a long-term goal in the face of tempting alternatives that provide immediate gratification (Bembenutty, 1999).

HARD WORK

Hard effort is the conviction that an individual can improve himself and accomplish his goals by devoting to the worth and significance of work. A person who is dedicated to hard work may overcome any working obstacle. The individual is primarily accountable for achieving personal goals such as achievement and financial wealth accumulation (Tobin and Graziano, 2010).

ETHICS/MORALITY

The term "morality" refers to how an individual behaves, whereas "ethics" refers to the study of ethical norms of behavior, particularly the laws of truth and error. The combination of the terms "Morality and Ethics" refers to the belief in a just and moral existence (Miller, Woehr and Hudspeth, 2002). The moral literature distributed to the personnel garnered much notice. There are numerous contemporary examples of organizations growing in their thought and moral development.

WORK'S CENTRALITY

The centrality of work reflects the value an individual places on job opportunity when it outweighs his or her desire for compensation and serves as a vital reference point in deciding self-identity. Van Ness et al. (2010) conducted a previous study in search of a central concept of actual work. He identified three concepts: (i) the belief that work is worthwhile and provides dignity, (ii) residual centralization of work (less attention on non-work activities as work becomes more central), and (iii) emotional attention is one in action and passion for the process. This study did not establish a substantial link between the three preceding categories and work centrality. There are still numerous unanswered concerns regarding this subject. A research of work ethics at other than functional levels discovered significant disparities in various areas of work ethics, but no evidence of centralization discrepancies.

WORK ETHICS IN THE SULTANATE OF OMAN

Work ethics have a considerable influence on Omani organizations. According to Kirkman and Shapiro (2001), work ethics has an effect on not only organizational success, but also on overall employee productivity. Smith, Organ, and near (1983) discover a positive correlation between work ethics and organizational help, or Organizational Citizenship Behaviors (OCB). According to Lin, Hung, and Chiu (2008), work ethics has a high and positive correlation with extra-role conduct. Individuals with strong work ethics are more ready to demonstrate helpful conduct, take initiative in their work, and prioritize the public interest over their own.

Work ethics is critical in the organization world since it is viewed as the strength of employee behavior that adds to the organization's success and development. Organizational performance has emerged as a critical behavioral component for Omani organizations. According to certain studies, the cause for the high absenteeism, tardiness, and reduction in job satisfaction is that Omani organizations pay little attention to organizational performance in the work environment (Van Knippenberg and Sleebos, 2006).

Several prior studies have emphasized the relevance of organizational performance, since a high level of organizational performance in Omani organizations results in a low rate of employee absenteeism and evasion of needed task performance (Ahmed and Ahmed, 2015). The organizational performance is a critical component of the relationship between the organization and its employees, while Omani organizations struggle to encourage their staff to perform at a high level.

Employee dedication to their organizations is critical to the success of Omani organizations and their sustained productivity growth. Numerous factors contributed to the concept's focus, the most prominent being that organizational performance is a strong predictor of numerous behavioral characteristics, including turnover rate. Then, committed personnel will remain with the firm for a longer period of time (Schwepker, 2001).

DISCUSSION

For almost a decade, job performance has been one of the key variables researched (Jankingthong and Rurkkhum, 2012). From the employee's perspective, it refers to the extent to which the employee is capable of doing the task entrusted to him or her. When expectations are contrasted to actual output, employee work performance is defined as the level of an employee's productivity in relation to job-related behavior or expectations. This performance can be classified as excellent, good, average, or poor. In this sense, performance refers to task performance that is behaviorally motivated by the job holder's attitude toward the job (Werner, 2000). According to Aluko (2000), work behavior encompasses 'all human acts that occur in work circumstances.' He argues that for optimal micro-level performance, there must be interaction between work and worker. This interaction entails the behavioral part of the task (job content analysis), which if not led effectively, might result in a diversion from the initial planned activity in the form of poor performance. This manual is titled 'work ethics.' When it is strong, it supports outstanding job performance; but, when it is weak, it results in bad performance, whether short- or long-term. Job performance is not a monolithic concept but a multifaceted construct comprised of multiple types of behavior. According to Austin and Villanova (1992), job performance is a complex and multifaceted variable. Numerous studies have established that an employee's great or good performance is tied to a strong work ethic. Individuals with strong work ethics work longer hours and spend less time on recreation, which results in increased performance (Yeh et al., 2012). Herman (2002) acknowledged that effective and constructive time management is compatible with a strong work ethic. Delaying or avoiding a duty undoubtedly leads to an employee's poor performance on the job (Van Eerde, 2003).

Employee integrity has a direct and significant impact on the quality of job performance. However, few employees recognize their obligation to promote integrity (Baxter, et al., 2012), overlooking the critical role of employee integrity in productive work relationships. Integrity, according to Barnard, Schurink, and De Beer (2008), is the capacity to analyze and evaluate oneself in light of universal ideals and principles. Integrity, according to Baxter et al. (2012), is defined as the completeness of one's character, ethical ideals, identity, consistency, transparency, openness, and performance to anything. It can be thought of as an internalized set of values and principles that serve as the guidelines and standards by which one lives and guides all of one's actions and decisions (Lennick & Kiel, 2005). This view is based on the moral compass, which Barnard et al. (2008) identified as one of the arms of integrity. According to Barnard et al. (2008), the moral compass is having and living by basic self-values and ideals. On the contrary, the inner drive, which is also an arm of integrity, is based on motivating impulses that motivate individuals to advance and strive harder, whether for personal or organizational prosperity. Furnham and Taylor (2004) attributed a lack of or a lack of integrity to individual workers who pursue personal gain at the expense of the organizations desired job deliverables. According to Lastthuisen (2008), integrity is the quality of an employee's behavior in conformity with the organization's values, norms, rules, and obligations. It embodies self-motivation and drive, moral fortitude and assertiveness, integrity,

consistency, performance, diligence, self-discipline, accountability, trustworthiness, and fairness (Barnard, Schurink and De Beer, 2008). Park and Peterson (2003) made a connection between integrity and authenticity and honesty. Integrity extends to every facet of an employee's job. A trustworthy employee develops trusting connections with clients, coworkers, and bosses. Colleagues admire an employee's capacity to provide candid feedback. Clients place a premium on the employee's recommendations. Supervisors rely on the employee's strong moral standards, believing that he or she will not steal from the company or cause difficulties.

There is evidence that an employee's sense of responsibility for his or her job helps with performance (Nyborg, 2014). While it is unavoidable that employees' level of responsibility varies in terms of effort and time performance, a greater sense of responsibility has an effect on how an employee works and the amount of work completed. Absence of accountability implies insufficient or insufficient effort and time committed to obligations by employees. Organizations must build positive work ethics in order to foster a strong sense of responsibility among their employees. When an individual believes he or she is personally accountable for job performance, efficiency and effectiveness are frequently the watchwords.

The quality of output is a critical input that cannot be compromised in the recent past in any work system. One significant aspect contributing to this is the growing level of competition between organizations (Salanova, Agut and Peiro, 2005). While there is no universally accepted definition of work quality (Dahl, Nesheim and Olsen, 2009), there are expectations for job incumbents against which performance can be judged. Additionally, organizations have recognized that the direction, intensity, and duration of an individual's effort have an effect on the quality of their job performance. Interestingly, some empirical investigations have discovered that job incumbents can manipulate the level of work quality for reasons known to them (Tolbize, 2008), including low compensation, lack of recognition, unfair labor practices, and denial of promotion. Does a system need to be built to ensure that work is completed without error, that the product or service is delivered with minimal waste of time or resources, and that the product or service is of acceptable quality? Thus, quality in this sense refers to good work, which employers and managers must emphasize on occasion. Professional organizations continually highlight the importance of quality in their processes, goods, and services in accordance with this. Non-owner employees place a lower premium on work quality. While Green (2006) acknowledged that the quality of work has deteriorated for a variety of reasons, this does not mean it should be discouraged or that people do not value it. Today, quality remains a competitive advantage for a large number of firms worldwide.

A self-disciplined worker is committed to achieving his objectives and is determined to finish his duties on time without sacrificing quality performance. Each day, it needs a particular level of devotion to complete your obligations. Employees in this group admire the organization's image and demonstrate a strong dedication to the organization's ideals, always ensuring they provide their fair share.

Teamwork is widely recognized to have numerous benefits, including increased productivity, creativity, and performance (Rousseau, Aube and Savoie, 2006). While some individuals enjoy

working in a team, others may prefer independence and a low level of participation in any team, organizations are expected to ensure a team work environment in order to reap the benefits of affiliation with a team. However, some organizations have not consistently promoted a team work environment. Though management may be responsible for motivating individuals to develop a sense of teamwork, job incumbents should understand that a sense of teamwork will assist them in exceeding their job deliverables if they encourage teamwork for the inherent benefits of effective communication, coordination, team member contributions, mutual support, and solidarity (Hoegl and Gemuenden, 2001). Numerous studies have demonstrated that a sense of teamwork helps employees perform better on the job. At times, carrying out obligations in solitude can be challenging and time consuming; performance may include the extent to which an individual assists groups and coworkers. This may involve serving as a positive role model, coaching, providing guidance, or assisting in the achievement of collective goals (Campbell, 1990). Employees with a strong feeling of teamwork can significantly improve their work performance, particularly in the area of knowledge and information exchange (Gallie, Zhou, Felstead and Green, 2009).

RECOMMENDATIONS

Work ethics aims to improve not only efficiency and production, but also organizational performance inside Omani public organizations. Thus, organizational performance is regarded as a fundamental criterion within the organization due to its prominence in research studies. The heads of Oman's public organizations must promote the kind of affective performance that makes an employee want to stay. According to the study, a lack of focus on organizational performance by employees may result in large expenditures connected with staff retention, new hire training, and the activation of various control and guidance mechanisms. Thus, leaders of Omani public organizations should strive to improve their employees' organizational performance, as this is one of the primary variables determining the organization's development and progress.

It is advised that managers in Omani organizations or organizations enhance employees' organizational performance by evaluating their efforts and factoring in their leisure time. This research study can benefit Omani public organizations by emphasizing hard work over leisure time. This will improve work ethics, which will result in the achievement of company goals and an increase in staff performance. Additionally, this study recommends undertaking additional research to investigate and comprehend the numerous elements affecting work ethics and organizational success. A comparable study should be undertaken in Omani organizations, and the findings should be interpreted cautiously, as the respondents come from a single organization and have limited work experience.

CONCLUSION AND IMPLICATIONS

The primary goal of this study was to better understand the relationship between work ethics and organizational performance in Oman's public sector. The study's findings indicated a significant association between work ethics and organizational success. Management has a

significant impact on work ethics since it is regarded as a critical component of successful performance in a competitive environment, and a lack of interest in it will result in big problems for Omani public organizations. Work ethics will result in an increase in employee performance, indicating that implementing work ethics can assist an organization attain overall excellence.

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