



# CRITICAL ANALYSIS OF PROFESSIONAL ETHICS VIS A VIS PERFORMANCE OF PUBLIC INSTITUTIONS IN RWANDA A CASE OF RUBAVU DISTRICT

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**Abstract:** The work entitled “Critical analysis of professional ethics vis a vis performance of public institutions in Rwanda; A case of Rubavu district” was conducted for assessing the validity of three specific objectives such as: to assess the extent at which Rubavu District employees have professional ethics in services delivery, to examine the performance level of Rubavu District as a public institution since 2015 to 2022 and to evaluate the linkage or significance between professional ethics on performance of public institutions in Rwanda. This study is survey, descriptive, qualitative, and quantitative design. The study was used both primary data and secondary data. 265 sampled Rubavu District staff (152) and beneficiaries represented by Community Health Workers representatives in cells (113) were selected for data collection as a sample. Data was collected using questionnaire and documentation. Analysis of data was performed using SPSS (Statistical Package for Social Scientists) and results obtained were presented in form of descriptive statistics and inferential statistics. The results were presented as follows: Assessment of the 1st objective, results confirm that Rubavu district staff are tactful (Min 4, Max 5, Mean 4.23, Stdv. 0.422 confirmed strong homogeneity). By the evaluation of the 2nd objective results confirm that Rubavu district performance is good but not fully achieved, there is still some weaknesses in quality services delivery (minimum choice was 1: strongly disagree), citizens complain handling, training on skills of quality service and timely service delivery and all plans of the district were not fully achieved counted from 2015 to 2022. Reference to the 3rd objective which results also confirm that the Pearson correlation or “r” is 0.379 with significance two tailed (Sig. (2-tailed) equal to 0.000. This means that there is a positive and weak correlation between professional ethics use in services delivery and performance of public institutions in Rwanda a case of Rubavu district and this correlation is statistically significant ( $p=0.000<0.05$ ). This gives conclusion that, professional ethics contribute 37.9% in performance of public institutions, a case of Rubavu district. Therefore, the formulated null hypothesis stated that there is no validity significance of professional ethics on performance of public institutions was not accepted. Therefore, the researcher concluded that there is a validity significance of professional ethics on performance of public institutions. Reference to the study findings, professional ethics is an important tool for employees to contribute to overall institutional performance. Due to that, the researcher recommends district management or authorities to support staff at all means to increase their professional ethics capacity, by providing needed tools and training as well as leaning case trips.

**Keywords:** Critical analysis; professional ethics; public institutions.

## 0. Introduction

The focus of the researcher in this study is to conduct the Critical analysis of professional ethics vis a vis performance of public institutions in Rwanda; A case of Rubavu district. Many organizations create specific ethical codes that guide their operations and how their processes impact stakeholders overall. These ethics may help organizations maintain specific standards of accountability, responsibility, professionalism and more as they navigate challenges and different day-to-day circumstances. By maintaining these guidelines in their work, organizations often experience a variety of significant benefits that can improve the lives of employees, customers, leaders, and the public. In this article, we outline what ethics in the workplace are, why they're important to establish and what specific benefits organizations and stakeholders may enjoy from initiating an ethical code of conduct (Christofilopoulou, 2020).

## 1. Statement of the problem

Ethics provide accountability between the public and the administration. Adhering to a code of ethics ensures that the public receives what it needs in a fair manner. It also gives the administration guidelines for integrity in their operations. That integrity, in turn, helps foster the trust of the community. By creating this atmosphere of trust, the administration helps the public understand that they are

working with their best interests in mind. Additionally, a code of ethics creates standards of professionalism that co-workers in the public sector can expect from each other the public can also expect the same from their leaders. With a strong code of ethics in public administration, leaders have the guidelines they need to carry out their tasks and inspire their employees and committees to enforce laws in a professional and equitable manner (Ainebyona, 2018).

By Rubavu district development strategy 2018-2024, the district has defined several challenges which made failure to achieve previous district development plans but did not include the insufficient professional ethics. Among challenges they include: (1) Agriculture Sector: Agriculture inputs availability has been main challenge as a big quantity of inputs are still coming from outside country, traditional Agriculture practices leads to low production, settlement style (Scattered houses) continue to reduce agriculture related land, and lack of Developed agribusiness which affected the value addition to agriculture products (Agriculture and livestock products still being exported without transformation) (Ronald, 2021).

(2) Environment and Natural Resources: Soil erosion and landslides were frequent in most areas of the district; Deforestation and environmental degradation were increased by the high use of firewood and low budget to implement environmental protection projects. (3) Private Sector Development: In private sector development, the implementation was affected by: Insufficient participation/engagement of the private sector in District transformational projects. (4) Energy: Existence of some areas without electricity access within the district, and renewable energy not developed. (5) Water and Sanitation: Insufficient water supply within the district; Lack waste management system and rainwater harvesting system (Insufficient). (6) Transport: Existence of Inadequate Roads infrastructures within the district; Lack of Maritime transportation system (Port); Inactivity and outdated status of domestic airport; Inexistence of Rubavu Main Taxi Park and bus station within the district and lack of Non-Motorized Transport ways within the city. (7) ICT: Very low rate of ICT literacy within the district (6.8%) (Rubavu district, 2018).

(8) Urbanization and Rural settlement: Lack of Rubavu detailed land use master plan Financial Sector development; Low rate of financial literacy and Lack of Long-term serving scheme. (9) Education: Insufficient Education Staff's capacity; Education infrastructures still low; Number of students per teacher still high (61). (10) Health: Insufficient and qualified medical personnel; Inadequate and insufficient Health Infrastructure and equipment's and Rate of population without medical insurance (citizen not adhering in any medical insurance scheme). (11) Social Protection: Rate of citizen in poverty and extreme poverty status. (12) Sport and Culture: Insufficient of sport and leisure public infrastructures. (13) Governance and Decentralization: Insufficient infrastructures and office equipment's towards service delivery; Lack of updates and implementable related to District personnel capacity building plan. (14) Justice, Reconciliation, Law, and order: Week implementation of Citizen out rich programs aiming to citizen complaints resolution and prevention. And (15) Public Finance Management: Low professional of financial staff (Rubavu district, 2018).

Despite the efforts by the Rwandan Government to improve service delivery, there is overwhelming evidence that this domain is lagging behind in many aspects and that the public is not satisfied with the way some basic services are provided. In this framework Transparency International Rwanda (TI-Rw), with the support of the German Cooperation Agency GIZ, designed and implemented a project aimed at monitoring service delivery at local level and thus fight corruption, enhance transparency, encourage citizens to hold local authorities accountable and ultimately improve the provision of such services. The project focused on Musanze and Rubavu districts (Rubavu district, 2018).

As per the first challenge, 63.1% in Rubavu did indeed received the service they were seeking; however, one out of three did not and the main reasons have to do with service providers (disregard, corruption, incompetency, bureaucracy, unavailability) though citizens acknowledge that sometimes is their fault if the service is not provided as they are not able to pay the fee or to provide the necessary documents or they request the service at the wrong time. According to the respondents from their experiences, the institutions where they obtained most services are the high government ones (75%), districts (69.8%) and sectors (67.4%) while the offices which provided least services are those related to education (31.6%) and justice (34.1%). The services which respondents obtained the most are taxes, notifications, and other documents while those which were received the least include jobs and internships, personal help, and court documents. Also, a clear majority of respondents said they had to come to the same office more than once to get a service, and over 15% had demanded the same service more than 10 times (Transparent International Rwanda, 2021). Thus, this study intends to conduct critical analysis of professional ethics vis a vis performance of public institutions in Rwanda; A case of Rubavu district 2015 to 2022 to check whether the ethics can be improved to reach 100% performance in citizen's satisfaction.

## 2. Empirical Studies

Learning from the study conducted by (Thozamile, 2012) entitled "Professional and Ethical Conduct in the Public Sector" state that one of the basic values and principles governing public administration enshrined in the Constitution of the Republic of South Africa, 1996 (Chapter 10) is that "a high standard of professional ethics must be promoted and maintained. Ethics is a process by which we clarify right and wrong and act on what we take to be right, that is, a set or system of moral principles that are generally accepted. Ethics simply means what is right and wrong, what is acceptable or unacceptable and is intertwined with the value system of people. Ethics can also be seen as being relative, not absolute, as ethical behaviour is in the eyes of the beholder. Be that as it may, however, ethical conduct and behaviour normally refer to conforming with generally accepted social norms. Relative to ethics is professionalism, which entails a high standard of work and adherence to certain standards and principles pertaining to specific work to be done. Professionalism embodies skills, competence, efficiency, and effectiveness. Public institutions exist for the public good and employ public servants to render services to ensure a better life for all. The public sector is characterized by unprofessional and unethical conduct. The article unearths these and suggests strategies/mechanisms to address this 'ill'. Can an unethical, unprofessional public servant be trusted to deliver services? Can, for example, a debt-strapped public servant who survives on borrowing money from micro-lenders, who cannot

manage personal finances, be trusted to efficiently manage public funds and thus enhance service delivery? Can an incompetent, corrupt, disloyal, unaccountable, shoddy public servant who flouts the principles of Batho Pele and the code of conduct be entrusted with the responsibilities of ensuring a better life for all? The answers to these questions constitute the core of this article (Thozamile, 2012).

According to the study made by Ronald (2021) entitled “Requisite for professionalism and ethics in the public service”, the public sector in most countries is characterized by unprofessional and unethical conduct of employees and leaders. Failures have occurred in the public sector because of limited promotion of professionalism and ethics in public services. This means that all governments in developed and developing countries should know that professionalism and ethics in the public service is indispensable. The article explored different viewpoints on professionalism and ethics. The article focuses on professionalism and ethics in the public service. The author uses literature and results from different researchers who have investigated on comparable topic. It shows the importance of professionalism and ethics in ensuring that employees and those in leadership positions have a role to play in improve in the quality of work and results created in public institutions. Given the fact that professionalism and ethics are entwined the two concepts are explained and their adaptation in systems and structures in the public sector is justified. The author reviewed failures and recommendations for improvement (Ronald, 2021).

Ainebyona J. (2018) has assessed the study with the purpose of the study is to evaluate the influence of professional ethics on staff performance in public sector in Uganda with focus o ministry of public service in Uganda. The objective included to examine the role of professional ethics in promoting staff performance in ministry of public service in Uganda, to establish the challenges faced by the organizations in instilling professional ethics in employees in Uganda and to establish the way forward that the ministry of public service can put in place to ensure that professional ethics are adopted by employees in Uganda (Ainebyona, 2018).

The study used descriptive design; the design was selected because the researcher intends to establish facts that already. The study was collected from the ministry in the 60 employees of the ministry. The data was collected using the questionnaires that were self-administered. The study findings on the first research objective concluded that professional ethics help in promoting staff performance in ministry of public service in Uganda. On the second research objectives the study concluded that there are challenges faced by the organizations in instilling the professional ethics in the ministry. The third objective concluded that the ministry of public service has measures to ensure that professional ethics that should be adopted by employees in Uganda but these need to be strengthened to improve the ethics of professional nature in the organization (Ainebyona, 2018).

The study findings reveal that professional ethics promotes staff performance. The study on the first objective recommends that there is need for improving the state of the professional development among the employees through establishment of ethics committees, ethical manuals and training on ethical strands in the ministry as means for providing an improved behavior for the organization staff. On the second objective, regarding the challenges in instilling professional ethics through improving the state of the work environment necessary for improving the system functionality hence enhancing the prevalence of professional and ethical environment that can transform the mechanisms for development of ethical values for the organization. The third objective, the study recommends for the improvement of the state of affairs require employing improving the state of the ethical climate, developing a human resource effective and implementable disciplinary manual intended to design, facilitate and provide the mode of work necessary for the development of employee’s competency in the organization (Ainebyona, 2018).

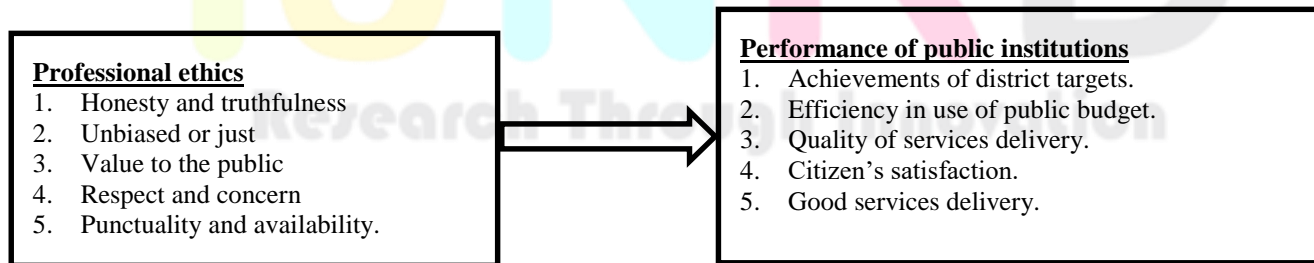
**3. Conceptual framework of the study**

Professional ethics is important to reach institutional performance. Professional ethics is defined from honesty and truthfulness, unbiased or just, value to the public, respect and concern, and punctuality and availability. Once these are well ensured by staff or employees within the organization, lead to the Achievements of district targets, efficiency in use of public budget, quality of services delivery, citizen’s satisfaction, and good services delivery. Both indicators are under government decentralization policy and national strategy for transformation (NST1).

**Figure 1: Conceptual framework**

**Independent variables**

**Dependent variables**



Source: Designed and presented by the researcher, 2022

#### 4. Methodology of the study

This section gives in details methods and techniques which used to achieve study objectives and testing validity of the study objectives and hypotheses. It shows study design, population and sample size, sampling techniques, data collection tools, methods for data processing and data analysis. Here below are details:

##### 4.1 Study objectives and hypotheses

The main study aim is to conduct a critical analysis of professional ethics vis a vis performance of public institutions in Rwanda; A case of Rubavu district. Specifically, this study intends to achieve the following:

1. To assess the extent at which Rubavu District employees have professional ethics in services delivery.
2. To examine the performance level of Rubavu District as a public institution since 2015 to 2022.
3. To evaluate the linkage or significance between professional ethics on performance of public institutions in Rwanda.

This study intends to assess the validity of the following hypotheses:

H0: There is no validity significance of professional ethics on performance of public institutions.

H1: There is a validity significance of professional ethics on performance of public institutions.

##### 4.2 Research design

This study is descriptive, qualitative, and quantitative research design. It is descriptive as it describes the characteristics which defined the quality of professional ethics of the staff in Rubavu district, Due to its usefulness in explaining the characteristics of a large population, the use of large samples and hence the statistically relevant findings even in the analysis of many variables, the study uses a survey research method. There are various questions on a specific topic that offer the study tremendous versatility. Specific approaches for gathering data such as questionnaires and interviews was employed. It is also used to assess the value of goods in structured questions (Owen, 2002). This study is also qualitative and quantitative design as it used both quantitative data and qualitative data. Qualitative data were collected from open questions as listed on the questionnaire (open-ended questions) and quantitative data were collected using closed ended questions (with limited choices while assessing the perception of respondents to each item developed on the questionnaire).

##### 4.3 Instrument of data collection

Quantitative data was collected using questionnaire. The questionnaire comprised of closed ended questions. These types of questions were adopted since they are easy and clearly displayed allowing the respondents to answer questions in an easiest manner. The questionnaire was administered to the population. On completion of filling questionnaires, they were collected back to for data analysis. Questionnaires were designed according to Likert Scale: "Strongly disagree (1), Disagree (2), Not Sure (3) Agree (4) and strongly agree (5)".

**Table 1: Mean Range of Likert Scale**

Scale	Response Rating	Mean Range	Interpretation
5	Strongly agree	3.50-5.00	Strong
4	Agree		
3	Not Sure	2.50-3.49	Moderate
2	Disagree		
1	Strongly disagree	1.00-2.49	Weak

Source: (Akhtar, 2016)

Secondary data were collected using documentary review, the main report for this study is the district report on the performance of national strategies and Imihigo achievements.

##### 4.4 Population of the study

Study populations are consisted by people or subject that concerned with the study or containing information needed to achieve the research objectives (Bailey and Pearson, 1983). In fact, the target population for this study would consist of the employees of Rubavu district office 252 staff (68 staff at district office, 24 staff at sector level and 160 staff at cell level). Currently Rubavu district has 12 sectors and 80 cells. At which all staff at district level were targeted, two staff at sector level executive and administrative and finance staff and at cell level two staff both executive and socio-economic development officer. In addition to the district staff also population were represented where from each cell a representative of a community health worker taken as target population, means total 160 community health workers (CHW). As populations seems to be large a sample was selected.

##### 4.5 Sample size

This is referred to the part of the target study population for a given study. This is the proportion of the population. The researcher has used Cochran formula (1970) as reported in Andrews, (2015).

$$n_0 = \frac{Z^2 pq}{d^2} = \frac{(1.96)^2 (0.5)(0.5)}{(0.05)^2} = 384$$

$$n_1 = \frac{n_0}{1 + n_0/N1} = \frac{384}{1 + 384/252} = 152$$

$$n_2 = \frac{n_0}{1 + n_0/N_2} = \frac{384}{1 + 384/160} = 113$$

The total sample is consisted by 265 respondents from 252 Rubavu district employees and 160 representatives of CHW for each cell among 80 cells of Rubavu District. No represent the sample size from unlimited population, Z represent statistical significance level from Z table for unknown population, P is the probability of success and Q is the probability of failure (here are both equal) and d is the degree of significance which is 95% or 5% equivalent 0.05. In other case n1 is the sample on the side of Rubavu district employees and n2 is the sample size on the side of Rubavu district beneficiaries. N1 reflect to the total population on side of district staff and N2 represent population on the side of Rubavu district beneficiaries.

**Table 2: Distribution of population and sample size**

Population category	Population	Sample size	Percentage
District office	68	41	27.0
Sector office	24	14	9.5
Cell office	160	97	63.5
<b>Sub-total</b>	<b>252</b>	<b>152</b>	<b>100</b>
<b>Cell representative of CHW</b>	<b>160</b>	<b>113</b>	<b>100</b>
<b>Grand Total</b>	<b>412</b>	<b>265</b>	<b>100</b>

Source: Rubavu district, 2022

The sample is 265 staff in Rubavu district, and later the results were inferenced to the whole 412 populations.

#### 4.6 Data Analysis

After data collection data processing took place and this was consisted by editing, coding, and tabulating of data. All errors made by the researcher while recording the answers from respondent on each item assessed were eliminated in the cleaning process. After cleaning for easy analysis using SPSS data was coded for easy analysis. By using SPSS version 2020 descriptive statistics was generated and interpreted.

For relevant statistics, data collector present and interpret frequency, percentages, mean, and standard deviation, as results of SPSS (Statistical Package for Social Scientists version 20). Pearson’s correlation analysis was used for testing the validity of hypotheses; this ensures the test of one dependent variable to one independent variable. When determining if two sets of variables have a connection to one another, correlation analysis is a basic statistical method to utilize. X and Y are common variables in this situation. An accurate two-variable analysis is known as bivariate analysis. This generates Pearson Correlation (r) which ranges between -1 to +1, this may be positive or negative strong or weak based on the test results, and which range it fits from [-1; +1] and it takes also under consideration Sig. (2-Tailed) which test the importance of the survey information of tested variables. This should be less or equal to 0.05 for being statistically significant.

Linear regression model also was employed for critically testing the significance of professional ethics on the performance of public institutions. Here below is the linear function:

$$Y_{1;2;3;4&5} = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5 + \varepsilon$$

“y” from 1 to 5 represents 5 indicators listed in the conceptual framework on the side of the dependent variable and  $\beta_0$  is the coefficient, 1 to 5, and “x” values from 1 to 5 represent 5 indicators listed in the conceptual structure representing the variable that is not dependent (independent variable).

#### 5. Findings

the researcher has assessed and presented the main findings which explaining the linkage or significance between professional ethics on performance of public institutions in Rwanda. The evaluation of this impact was made via the stated respondents’ perception on related items assessed (views) and later correlation analysis was made using SPSS version 20 and Pearson correlation from all indicators representing independent variable (professional ethics) to all indicators representing dependent variable (performance of public institutions case of Rubavu district). For all item assessed and indicators captured here, only mean was taken and compared to all indicators assessed (15 items from 5 indicators for independent variable and 15 items to 5 indicators to dependent variable with a total 30 items and 10 indicators overall).

## 5.1 Linkage or significance between professional ethics on performance of public institutions in Rwanda

Table 3: Descriptive Statistics

Variable and Main indicators	Mean	Std. Deviation	N
<b>Professional ethics</b>	<b>4.18</b>	<b>.166</b>	<b>265</b>
Honesty and truthfulness	4.22	.416	265
Unbiased or just	4.20	.213	265
Value to the public	4.27	.233	265
Respect and concern	4.19	.165	265
Punctuality and availability	3.99	.406	265
<b>Performance of public institutions</b>	<b>4.14</b>	<b>.192</b>	<b>265</b>
Achievements of district targets.	4.27	.234	265
Efficiency in use of public budget.	4.15	.256	265
Quality of services delivery.	4.06	.358	265
Citizen's satisfaction.	4.12	.339	265
Good services delivery.	4.08	.398	265

Source: Primary data, March 2023

Table 3 show that the mean of the mean is in category of strong mean (rely in between 3.50 to 5.00) meaning that, perception of respondents confirms the existence of assessed items under each indicator. To ensure that interpretation is well done, an example can be taken to 4.18 (mean of the mean for effective use of professional ethics) is between 4 to 5 and 4 represent agree while 5 represent Strongly agree meaning that in general respondents agreed that Rubavu district are strongly ensuring use of professional ethics in services delivery.

Table 4: Bivariate correlation analysis

		Professional ethics	Performance of public institutions
<b>Professional ethics</b>	Pearson Correlation	1	.379*
	Sig. (2-tailed)		.000
	N	265	265
<b>Performance of public institutions</b>	Pearson Correlation	.379**	1
	Sig. (2-tailed)	.000	
	N	265	265

\*. Correlation is significant at the 0.05 level (2-tailed).

Source: Primary data, March 2023

Reference to the table 4 and classification made in chapter 3, specifically in table 3.2 the results analysis shows that, the Pearson correlation or "r" is 0.379 with significance two tailed (Sig. (2-tailed) equal to 0.000. This means that there is a positive and weak correlation between professional ethics use in services delivery and performance of public institutions in Rwanda a case of Rubavu district and this correlation is statistically significant ( $p=0.000<0.05$ ). This gives conclusion that, there is a validity significance of professional ethics on performance of public institutions.

Table 5: ANOVA Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.631	5	.326	10.467	.000 <sup>b</sup>
	Residual	8.071	259	.031		
	Total	9.701	264			

a. Dependent Variable: Performance of public institutions

b. Predictors: (Constant), Punctuality and availability, Value to the public, Respect, and concern, Unbiased or just, Honesty and truthfulness

Source: Primary data, March 2023

As seen from table 5, the results show that the model had an F value of 10.467 and the P value was  $0.000<0.05$ , signifying that the F value was statistically significant, therefore the overall regression model for all the variables tested were statistically significant and can be used for prediction at 5% significant level. This further indicate that the predictors variables (Punctuality and availability, Value to the public, Respect, and concern, Unbiased or just, Honesty and truthfulness) used in this study are statistically significant to the performance of public institutions in Rwanda a case of Rubavu district. Therefore, the formulated null hypothesis stated that there is no validity significance of professional ethics on performance of public institutions was not accepted. Therefore, the researcher concluded that there is a validity significance of professional ethics on performance of public institutions.

**Table 6: Coefficients of linear regression model**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.157	.495		4.359	.000
1 Honesty and truthfulness	.142	.033	.308	4.257	.000
Unbiased or just	.024	.064	.027	.381	.003
Value to the public	.019	.052	.023	.369	.013
Respect and concern	.192	.080	.166	2.390	.018
Punctuality and availability	.098	.032	.207	3.094	.002

a. Dependent Variable: Performance of public institutions

Source: Primary data, March 2023

$$Y_{1;2;3;4&5} = 2.157 + 0.142x_1 + 0.024x_2 + 0.019x_3 + 0.192x_4 + 0.098x_5$$

As seen from table 4.9, the beta ( $\beta$ ) sign shows the positive impact of the independent variable's coefficient over the dependent variable. Table above shows that, beta values for all independent variables tested are positive, meaning positive impact of professional ethics use in services delivery on performance of public institutions in Rwanda a case of Rubavu district.  $\beta_1=0.142$ ,  $t=4.257$ ,  $p=0.000<0.05$ ;  $\beta_2=0.024$ ,  $t=0.381$ ,  $p=0.003<0.05$ ;  $\beta_3=0.019$ ,  $t=0.369$ ,  $p=0.013<0.05$ ;  $\beta_4=0.192$ ,  $t=2.390$ ,  $p=0.018<0.05$  and  $\beta_5=0.098$ ,  $t=3.014$ ,  $p=0.002<0.05$ . That means, any increase in the independent variables lead to increase in the dependent variable and vice versa. Note that, x1 to x5 values represent the values of Punctuality and availability (X1), Value to the public (X2), Respect, and concern (X3), Unbiased or just (X4) and Honesty and truthfulness (X5).

## 5.2 General views of respondents and SWOT analysis results

Discussions with respondents was also made via the open questions, where each attended this series of questions and provided answer. The researcher did not present all 256 answers to the open questions, only the researcher combines the ideas and come up with a summarized views per each question. Here below are the findings:

Professional ethics qualities of Rubavu District employees: on this topic, most respondents confirm that, Rubavu district employees from the mayor to the cell executive are well serving the people in general context, but going at individual level, there are some staff which can be sacked even on the day of this research since people are tired with their poor working conditions. The most talked by the respondents are Rubavu district staff at sector and cell office as they work closely with the people. And they were talked with poor ability on the availability and poor assessment of citizens problem. However, the percentage is less compared to the best performers and the researcher comes in conclusion as a general view that Rubavu district employees are well using professional ethics in services delivery to the population.

Rubavu District performance indicators: assessment of Rubavu district performance indicators via open question where the respondent explain all as he or she want, reviled that, Rubavu district as one among secondary cities has made good progress in social, political, environmental, and economic performance. However, in nowadays it has challenge of neighboring country attacks and insecurities, but all remain under control of nation security agency, but people in Rubavu city should be careful. Respondents were confirmed similar as presented in chapter 3 under the point of area description, Rubavu district have made positive performance in poverty alleviation, people have health insurance have justice, problems solved, have access to clen city, security, have access to water and electricty, people have hope of tomorrow in general.

On the extent to which professional ethics contributed to the district performance in Rubavu District: 100% of respondents confirm that, staff or employees without sufficient professional ethics could not support development of the district. Respondents confirm that, the current progress of Rubavu district is the results of goods works of its employees and gap in performance of the district was resulted by the gap of poor employees as all could not be good. Thus, the respondents agree that the district could continue to recruit good staff and train existing staff to increase their professional ethics and their ability to perform assigned duties and responsibilities and this will facilitate the district to reach the 1st place in districts Imihigo in near future.

**Table 7: SWORT ANALYSIS**

<b>SWORT Analysis</b>	<b>Professional ethics of Rubavu District Staff</b>	<b>Performance of Rubavu District</b>
<b>Strengths</b>	<ol style="list-style-type: none"> <li>1. Rubavu district staffs are all educated, and the minimum education level is humanities. All sectors are well equipped with educated employees and who have experience in duties.</li> <li>2. Capacity monitoring of Rubavu district is also under the district management, recruitment and other professional ethics management and monitoring.</li> </ol>	<ol style="list-style-type: none"> <li>1. Rubavu district is one among Rwanda secondary cities and it have opportunity as it bordered by Republic Democratic of Congo, and this create challenges on services delivery as people also get diversities from neighboring country.</li> </ol>
<b>Weaknesses</b>	<ol style="list-style-type: none"> <li>1. Employee turnover as most employees look for higher salary which is not available in local administration.</li> <li>2. Some employees have poor conduct as their ability and some others were corrupted.</li> <li>3. Planning capacity gap.</li> </ol>	<ol style="list-style-type: none"> <li>1. Budget plan limit to increase and diversify projects toward sustainable development.</li> </ol>
<b>Opportunities</b>	<ol style="list-style-type: none"> <li>1. Employees in Rubavu are recruited with support of ministry of labour and employees are monitored by the ministry of local government and that of labour.</li> <li>2. Rubavu district also have access to the national capacity building plan.</li> <li>3. Rubavu district have access on tools which are necessary to support services to the people via various institutions and projects, for example tools for serving people in health services, education, businesses, etc.</li> </ol>	<ol style="list-style-type: none"> <li>1. Rubavu district has also plan as defined under the national targets (NST1).</li> <li>2. Rubavu district use decentralized budget and budget gap or that for big projects are financed by the government.</li> <li>3. Rubavu district has opportunities as it has a city on border to the other countries in the region (import and export hub).</li> </ol>
<b>Threats</b>	<ol style="list-style-type: none"> <li>1. Rubavu district is affected by development of cities where people tend to move to Kigali and other merging cities.</li> <li>2. Competition of other sectors and working environment where people get opportunity to move for higher income.</li> </ol>	<ol style="list-style-type: none"> <li>1. The issue of insecurity created by neighboring country.</li> <li>2. People migration between Rubavu and other cities in Rwanda and that of Congo.</li> <li>3. Natural calamities.</li> </ol>

## 6. Summary of major findings, conclusion and recommendations

This section starts with this introduction, summary of major findings in line with study objectives, conclusion, and recommendations. All are about the critical analysis of professional ethics vis a vis performance of public institutions in Rwanda; A case of Rubavu district.

### 5.1 Summary of major findings

The work entitled “Critical analysis of professional ethics vis a vis performance of public institutions in Rwanda; A case of Rubavu district” was conducted for assessing the validity of three specific objectives such as: to assess the extent at which Rubavu District employees have professional ethics in services delivery, to examine the performance level of Rubavu District as a public institution since 2015 to 2022 and to evaluate the linkage or significance between professional ethics on performance of public institutions in Rwanda. This study is survey, descriptive, qualitative, and quantitative design. The study was used both primary data and secondary data. 265 sampled Rubavu District staff (152) and beneficiaries represented by Community Health Workers representatives in cells (113) were selected for data collection as a sample. Data was collected using questionnaire and documentation. Analysis of data was performed using SPSS (Statistical Package for Social Scientists) and results obtained were presented in form of descriptive statistics and inferential statistics. The results were presented as follows:

Assessment of the 1st objective, results confirm that Rubavu district staff are tactful (Min 4, Max 5, Mean 4.23, Stdv. 0.422 confirmed strong homogeneity), Rubavu district staff ensure field visit and scientific research for any complex phenomena and use citizens feedback to ensure that they are just on decisions taken (Min 4, Max 5, Mean 4.25, Stdv. 0.433 confirmed strong homogeneity), employees in Rubavu district without consideration of levels each respect other (Min 4, Max 5, Mean 4.30, Stdv. 0.460 confirmed strong homogeneity), Rubavu district staff are thoughtful of other feelings (Min 4, Max 5, Mean 4.09, Stdv. 0.293 confirmed strong homogeneity) and Rubavu district ensure that no citizen misses them once they are needed (Min 1, Max 5, Mean 4.01, Stdv. 1.006 confirmed strong heterogeneity).

By the evaluation of the 2nd objective results confirm that Rubavu district performance is good but not fully achieved, there is still some weaknesses in quality services delivery (minimum choice was 1: strongly disagree), citizens complain handling, training on skills of quality service and timely service delivery and all plans of the district were not fully achieved counted from 2015 to 2022.

Reference to the 3rd objective which results also confirm that the Pearson correlation or “r” is 0.379 with significance two tailed (Sig. (2-tailed) equal to 0.000. This means that there is a positive and weak correlation between professional ethics use in services delivery and performance of public institutions in Rwanda a case of Rubavu district and this correlation is statistically significant ( $p=0.000<0.05$ ). This gives conclusion that, there is a validity significance of professional ethics on performance of public institutions.



## 5.2 Conclusion

The conclusion of the study relies on the acceptance or fail to accept study hypothesis. H0: There is no validity significance of professional ethics on performance of public institutions. H1: There is a validity significance of professional ethics on performance of public institutions. The results analysis shows that, the Pearson correlation or “r” is 0.379 with significance two tailed (Sig. (2-tailed) equal to 0.000. This gives conclusion that, professional ethics contribute 37.9% in performance of public institutions, a case of Rubavu district. Therefore, the formulated null hypothesis stated that there is no validity significance of professional ethics on performance of public institutions was not accepted. Therefore, the researcher concluded that there is a validity significance of professional ethics on performance of public institutions.

## 5.3 Recommendations

Due to the study findings, the researcher suggests recommendations to the Rubavu district authorities, Rubavu district employees and other researchers:

### 5.3.1 To the authorities of Rubavu district

Reference to the study findings, professional ethics is an important tool for employees to contribute to overall institutional performance. Due to that, the researcher recommends district management or authorities to support staff at all means to increase their professional ethics capacity, by providing needed tools and training as well as leaning case trips.

### 5.3.2 To the employees of Rubavu district

As observed from study findings, employees at individual level, should revise their services delivery ability and ensure improvement of professional ethics in services delivery. They could ensure that, people get them all the time needed or they are communicated in case of their absence. In other case they should improve respect of people and time as well as solve all problems or transfer these which are strong rather than their authority.

### 5.3.3 To other researchers

This study was mainly focused on the Critical analysis of professional ethics vis a vis performance of public institutions in Rwanda; A case of Rubavu district. Rwanda has 27 districts and Kigali city; thus, the researcher encourages other researchers to expand this study to other districts or other public institutions working in Rwanda. They can also expand to private and non-governmental organizations. Or if possible, they can go beyond and assess other factors of public institutions performance rather employee’s professional ethics.

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