Salient Attributes to Employee Compliance with Mobile Operation Ethics in Tanzania: *A Case of Vodacom Tanzania Plc*

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Abstract
This paper on determinants of employees' compliance with mobile operation ethics in Tanzania was motivated by reports of numerous unmitigated accesses to customer information and transactions on the mobile money platform, and the need to control these transactions using effective and practical measures to sustain the service. Specifically, it sets out to establish the employees' working environment, determine the employees' wants and examine the employer-employee relations vis-à-vis their influence on employees' compliance with ethics. This explanatory study collected quantitative data using a questionnaire survey that contained structured questions. Though largely quantitative, the study findings were complemented by information from interviews held with 3 key informants. Descriptive statistics was used to present the profiles of the respondents whereas multiple regression analysis was used to ascertain the pattern of relationship between study variables. Findings indicate that the two independent variables— 'working environment' and 'employer-employee relations'—were positively and statistically significant on employees' compliance with ethics. Though, the employees' wants were found to be positive, they were statistically insignificant in influencing employees' compliance with ethics. This implies that employees' compliance with ethics on mobile operations is materially influenced by the work environment and employer-employee relations. Managements must therefore play their roles pertaining to the provision of amenable work environment and enhance good relations with their employees.

Keywords: Employees' compliance, Code of conduct, Mobile operation ethics, Vodacom Tanzania Plc

Introduction
Ethics are centripetal in any viable organisational culture among employees as they are essential in setting good patterns of behaviour to foster best institutional practices (Halff, 2010). In the arguments by Ciulla, (2020), being an ethical, incompetent leader can be just as bad as being a competent, unethical leader and employee; implying that a good leader ought to be both ethical and effective. Such good practices are useful to organisations since they guarantee honesty and integrity, which preclude the chances of an entity being subjected to undue losses as a result of malpractices such as theft (James, 2005). These ethics are also imperative in the mobile phone

companies, which have presently taken Tanzania's communication industry by storm after decades of limited subscription of the old land-based analogue system.

Generally, mobile phones networks are a rich source of personal data for individuals. Mobile companies widely offer a range of services such as the internet, calls, money transfers and other community engagements. In fact, there is a wide need for such services and information by private and public sector stakeholders, for example in 2011, law execution agencies accessed mobile records over one million times (Urban, Hoofnagle and Li, 2012). Such access and use of information accessible through mobile phone companies by different stakeholders has been a source of grave public concern. In fact, there have been public policy debates on the issue which have been alarming in the media primarily because of doubts surrounding how secure customers' information was with the mobile phone companies. Ketelaar and van Balen (2018) opine that it is important for the companies that are responsible for location tracking to help users feel in control and to also acknowledge that people and not the companies own their data. It is thus crucial for mobile phone companies to ensure privacy of their customers' information, by making sure that their employees comply with mobile operation ethics and regulations regarding privacy and security of customers' data (Urban *et al.,* 2012). A study by Mpinganjira and Maduku (2019) in South Africa found that perceived privacy control, desire for privacy, privacy concerns, and attitude towards mobile behavioural advertising exerted a significant influence on consumers' perception of brand ethical value. Perceived brand ethical value was found to affect advertisement avoidance and brand -customer relationship quality as denoted by brand romance

Despite those ethical issues, evidence suggests that mobile telephone coverage and use have positive effects on agricultural and labour market productivity as well as well-being in some countries. Aker and Mbiti (2010) examined the development of mobile phone technology for the past decade, focusing on its potential impact on the lives of the people in less-developed countries, particularly in the Sub-Saharan Africa (SSA). The study underscored the potential that mobile technology can engender in SSA. However, mobile technology including mobile operations cannot universally serve as the "silver bullet" for development in most of the Sub-Saharan Africa due to disparities in the socio-economic and political conditions (Urban *et al.,* 2012) and under-development of some of the economies in the area. Such environments may impede achievements of desirable outcome. In fact, the success of such companies operating in the area has been achieved because employees and managers have complied with the rules and regulations to ensure mobile services lead to positive impact in the community rather than negative ones (VGL, 2017). Implicitly, embracing ethics in mobile firms is imperative. Careful assessment of the compliance with codes of conduct is crucial to better understanding the existing situation and measures taken or which ought to be taken by these companies.

Most of the people in urban areas have been using mobile payment systems in their daily lives (Aker& Mbiti, 2010). Mobile companies have been offering these services for some time now; however, some of their employees have engaged in misconduct against customer accounts. For example, there have been cases of theft or unwarranted overcharging for some of the transactions undertaken by clients (Venktess, 2016). In addition, some of the mobile phone companies' employees have been sharing customers' account information gleaned from their transactions with friends, relatives or business partners, which is against ethical codes of conduct (VGL,

2017). Though studies have described security concerns as an obstacle to the acceptability of mobile financial payment mechanisms, the confidentiality implications in the use of the technologies have remained largely under-scrutinised (Hoofnagle *et al.,* 2012).

In fact, there has been a rise in the number of laws and regulation aimed at controlling the operations of telephone companies including mobile phone companies worldwide. Such increases in law enactment and enforcement has impacted on the mobile companies and have had repercussions for information management as well as internal control systems despite lack of explicit references to information management (VGL, 2017). Nevertheless, in modern institutions, information technology (IT) has become prevalent and awareness of laws and regulations is crucial to ensure compliance with their day-to-day operations. In this regard, Mbura (2015) contends that law is a "shop floor" for ethical practices due to the obligatory requirements that legislation seeks to enforce.

Moreover, Sikolia, Mason, Biros and Weiser (2014) argue that user non-fulfilment with information safety policies in institutions due to carelessness or illiteracy constitutes a key data safety problem for business companies. Venktess, (2016) opines that some of the reasons behind employees' defilement of information security policies could be due to low employee motivation, nature of training, weak and ineffective obligations, or simply individual mistakes. These however may not be conclusive in different contexts. For instance, Akomea-Frimpong, Andoh, Akomea-Frimpong and Dwomoh-Okudzeto, (2019), suggest that companies ought to ensure supportive environment, employees training inclusive to boost productivity. Doing so could affect individual employee's insights and compliance with the rules and regulations applicable in their respective companies (VGL, 2017). Against this backdrop, information and communication technology play a moderating role among institutional practices as well as individual reasoning aspects (Urban *et al.,* 2012). Cognitive aspects will, in turn, affect employees' compliance with the mobile operation procedures and ethical conduct. Sikolia *et al.* (2014) on the other hand suggest that employee compliance pertaining to mobile ethics and regulations is influenced primarily by factors such as the work environment which determines how strong and ethical the entity is to shape and make employees aware of the relevance of adhering to ethics and regulations. Another key determinant is the employees' needs and wants which may serve as motivational grounds for direct compliance. Finally, it is the entire relationship between the employer and the employees as this has the direct impact on the employees' conduct amidst ethics compliance issues. Nevertheless, issues of ethics tend to be contextual, dynamic and cultural mainly characterised by the diversity in the ways of life throughout the world. In support, Sia (2010) argues that ethics is ultimately a subjective judgment or decision equated to the general consensus of the individuals composing a particular society- referred to as "conventional or the majority view" or else equated with the culture of a particular society. Thus, there was a need to conduct a study to assess the determinants of employees' compliance with mobile operation ethics and rules particularly in the context of Tanzania, where such ethics are often taken for granted by some employees of mobile companies.

Problem setting
The field of ethical behaviour in business conduct has increasingly gained scholarly attention as a useful measure that employees in both public and private organisations should embrace (Scott-Young, 2014). Such ethical practices enable entities to operate freely without incurring damages and losses from employees as a result of unethical practices and behaviours (Crossen, 1993). Nevertheless, there has been a major concern among both public and private entities in Tanzania caused by difficulties in securing and obtaining employees' willingness to adhere to ethical practices and standards by choice (Ho & Wong, 2008). This difficulty creates a problem of ensuring compliance with ethical practices (Gayton, 2008) in all corporate entities especially private ones, since they are so narrowly business-oriented that every single coin is well accounted for in the business (Katamba, Nkiko & Ademson 2016). Tweve (2016), found that ethical challenge in information services provision in Tanzania include lack of code of ethics for records managers, unauthorised access to records, inadequacy of integrity and lack of impartiality.

Evidence suggests that, as companies engage in any misconduct and abuse, they gradually start making news headlines, and community opinion toughens against such institutions (Scott-Young, 2014). Consequently, governments have set up some legislative systems to control unethical issues. Moreover, mobile phone companies ought to ensure that their employees comply with ethics and rules (Patrick& Charlie, 2005). Recently, the Tanzania government tabled the Cyber-Crime Act, 2015 bill, which focused on protecting Tanzanians when it comes to cyber-crime. The aim was to reduce vulnerability, protect sensitive infrastructures and reduce the damage that cyber-attacks could cause. Employees governance requires code of ethics beyond just being right/wrong (Goran, 2009; Mohamad, Garanča, & Sobeih, 2012), but which stresses a contractual sense of duty to anyone in the company (Patrick & Charlie, 2005). Code of conduct comprises of basic principles and standards in the company for the proper growth of relations between the company and other stakeholders where it operates its business activities (Venktess, 2016). Mobile companies, particularly managements have supported the implementation of the Act. In spite of the aforementioned efforts still there are evidences that desired outcomes are still not adequately realized (Ho & Wong, 2008).

However, little evidence exists on the extent to which employees comply with mobile operation ethics and rules. As such, the present study is set up to fill the gap given the paucity of studies conducted in this area (Akomea-Frimpong *et al.*, 2019). Vodacom Tanzania as the leading mobile company was taken as a study platform. Specifically, the study assessed the extent to which working environment, employees' wants and employers-employees' relations influence employees' compliance with mobile operation ethics.

Literature review

Vodacom Tanzania
There are 8 mobile network operators (MNOs) in Tanzania: Airtel, Smart, Smile, Halotel, Tigo, TTCL, Vodacom, and Zantel (https://www.tanzaniainvest.com/mobile). Vodacom is a is an African mobile communication company providing several telecommunication services including data, regular communications, internet services, messaging, and others with more than

55 million customers actively using their services (Knott-Craig & Alfonso, 2009). In terms of telecom subscriptions market share in Tanzania, Vodacom Tanzania dominated with 32% followed by Airtel with 28% and Tigo with 26% (TCRA, 2020). The company has its roots and headquarters in South Africa and currently operates in 32 other African countries such as Democratic Republic of the Congo (DRC), Lesotho, Tanzania, Mozambique, Nigeria, Kenya, Zambia among others (Venktess, 2016).

Theoretical Review
Theory of Deterrence
The Theory of Deterrence works on the assumption that an individual has to make judgment on the benefits or loss that will result once he/she decides to take on unethical behaviour; in case where unethical behaviour seems to pay more s/he will go for it (Siponen & Vance, 2010). Self-evaluation considers probability of being caught as well as the punishment involved. If there is a high chance of being identified and face severe punishment, then an individual will not take part in unethical conduct (Ibid). The consequential effects of punishment may translate into failure to meet one's wants. Siponen and Vance (2010) argue that sanctions substantially affect genuine consistence with data security strategies. The theory is significant to the study since it addresses the effects of employees not complying with ethical conduct on the welfare of the entities. This is because the damage which may arise as a result of unethical practices tends to be severe and negative to the company such that as if the employees' non-compliance persists it may lead to the closure of the entity. Employee compliance refers to the practice of employees in an organisation setting positively respond to the required rules, regulations and all patterns of behaviour relevant for the performance and other standards and requirements to be observed (Anderson, 2017). The theory points for a need to develop convenient environment through say development of code of ethics for effective ethical practices.

Theory of Rational Choice
The Theory of Rational Choice suggests that law breakers evaluate the costs involved and benefits of participating in defiant behaviours before taking action (Li *et al.,* 2010). According to Mbura (2015), law and rules can sparsely be separated from ethics. Persons are more sensitive to the outcomes of their behaviour and make coherent decisions by looking at the cost/benefit analysis of planned behaviour. The decision of an individual to participate in any activity is a function of costs and benefits of the unlawful behaviour (Hu *et al.,* 2011). Li *et al.* (2010) suggest that individual cost/benefit analysis will affect internet use policy compliance. Cost/benefit analysis comprises individual perceived risks such as detection probability, punishment severity, subjective norms and security risks and benefits. The Theory of Rational Choice informed this study on the ground that rationality in decision-making entails the incorporation of several practices and influence of certain behaviours which are in line with cost and benefit concerns. However, ethical conduct compliance guided by codes of conduct is one of them since it has economic cost and benefits implications on entity(s). Codes ensure a given company as well as its employees adhere to ethical, professional and accountable behaviour in the expansion of its operations in various countries, as a foundation of its business culture, taking into account training and professional development of the employees (Writer, 2016).

Social Cognitive Theory (SCT)
SCT which was initially known as Social Learning Theory was proposed by Bandura to explain how individuals learn. The theory presupposes that individuals are active participants in their own development. Later the SCT was expanded to include cognitive processes such as thinking, memory, language, evaluating and anticipating consequences (Bandura, 2002). The major tenets of this theory include learning by vicarious reinforcement (modelling, imitation. and identification), symbolic activities (language and gestures), forethought activity (cognitive anticipation of consequences) self-regulatory capabilities (goal-setting and self-direction), self-reflecting capability (self-evaluation), self-efficacy (confidence), and self-reinforcement (Bandura, 1977). According to Muuss (1996), SCT is a blend of diverse points of views that has been described as the "merging of the clinically rich psychoanalytic concepts with the scientifically rigorous behaviouristic constructs". The behaviourist notion of learning by reinforcement is extended in SCT to include learning by watching others' actions and the consequences of their actions.

Furthermore, the theory accounts for how individual's activities depend on fulfilling the mental "feeling and wants" (Bandura, 2002). The SCT depends on how individuals look at and make sense of whatever is happening in their respective environment and, in some cases, could have consequences for the community. People do remember such events and tend to imitate/perform such behaviours. In fact, evidence shows that as people observe such behaviours, they are prompted to participate in whatever they observe (Bandura, 1986). Most of the behaviours that people tend to adopt are not new in the community as they are practices sustained from the past. SCT has been connected to numerous territories of human working behaviour, for example, vocation decision and authoritative conduct (Lent et al., 1994). The theory is relevant to the study on the ground that it shows the practice of ethics compliance among employees as being socially oriented in its development and compliance pattern. In essence, the social surrounding of an entity and practices within particular culture have significant effect on people's behaviour. Indeed, once it is strict and strong, then compliance is likely to be positive and embedded and vice-versa.

Empirical Literature Review
Despite the paucity of studies in this area, especially in the Tanzanian context a number of related studies have been conducted. Goran (2009) conducted a study on mobile phone companies to explore transparency in their supply chain management ethics in the United States. Findings demonstrate that organisations did not seem concerned about ethical issues in their supply chains. Mohamad *et al.* (2012) used interviews to examine the existing challenges in the implementation of the code of conduct linked to the supply chain management of multinational telephone companies from various cultural and legal settings in Turkish context. The study found that such codes of behaviour ought to be taken differently depending on a given setting. Cultural and legal aspects need to be reflected during formulation and implementation of codes of conduct together with gauging compliance. This calls for contextual examination of employees' compliance with mobile phone operations ethics, which are essential for enhancing business performance.

Heungsik and Blenkinsopp (2013) analysed the relationship between moral programmes and moral culture to determine their impact on wrongdoing in the United States. The study established that the relationship among morals and wrongdoing was normally intervened by moral culture. Significantly, the study found that, out of six components of moral programme just two of them significantly affected trouble making when moral culture is not controlled. But when moral culture was controlled, the discoveries indicated that none of the factors significantly affected the offences. Implicitly, there is a knowledge gap in the context of the Tanzania mobile phone transmission sub-sector since consistency in upholding morals among versatile administrators in the local industry has been largely tricky. Ketelaar and van Balen (2018) study showed that the more privacy concerns users' experience, the more negative their attitudes are towards the collection of location data by their smartphones, and thus they tend to adjust the settings of their smartphones in order to prevent being tracked.

Akomea-Frimpong *et al*. (2019) in their study in Ghana, found that fraud in mobile money services is caused by weak internal control systems, lack of sophisticated information technology tools to detect the menace, inadequate education and training, and the poor remunerations for employees. These factors disrupt the growth, and the smooth-running of the services. Charles and George (2007) in a survey study in Tanzania demonstrated that while WebMD controls the eHealth care advertisements, the future for specialty eHealth care sites seems promising as buyers' view of eHealth care site's quality and moral practices are improving. Vodacom Company in its endeavour to being a responsible and ethical company contends that "trust must exist within and among ourselves, and between us and our customers, suppliers, business partners, competitors, government authorities and many other stakeholders in societies we operate…but if we cannot establish and maintain trust, we will not be able to operate" (Vodacom Group Limited, 2015:4).

Overall, there is paucity of studies conducted on moral consistency among versatile administrators in Tanzania, particularly in the still nascent but flourishing mobile phone telecommunication industry, which calls for more academic inquiry. This study therefore seeks to establish the employees' working environment, employees' wants and the employer-employee relations influence on employees' compliance with ethics. The following hypotheses guided the study:
H1: *Working environment has positive influence on employees' compliance with mobile operation ethics.*
H2*: Employees' wants have positive influence on employees' compliance with mobile operation ethics.*
H3*: Employer-employee relations have positive influence on employees' compliance with mobile operation ethics.*

Methodology
The study was conducted at Vodacom Tanzania Plc headquarters in Dar es Salaam, where majority of the company's staff are based. The company with branches nation-wide was selected as relevant entity for the inquiry because it is the leading mobile company in Tanzania with a commanding market share in terms of customers (32.4%) and the mobile money market (38.6%) (Vodacom Tanzania Public Ltd Company, 2019). The selection of their Dar es Salaam head

office is motivated by being the headquarters (with most staff) where all policies and implements as well as decisions originate. The present study employed positivism as knowledge mainly in a quantitative form was generated using a structured questionnaire. Questionnaires were distributed to 80 randomly sampled employees but 70 returned complete questionnaires representing a response rate of 87.5%. Thus, the response rate was adequate to generate a meaningful outcome. According to Webb (1991), a sample of 10 percent of the population of Vodacom staff (743) that ranges between 100 and 1,000 is adequate. Quantitative data were also enriched by qualitative information generated from in-depth interview held with purposively selected three key informants—Human Resource, Employee Relations, and Benefits and Compensation managers.

The instruments were tested for Reliability and Validity. Reliability is the uniformity of study outcomes over time and the precise depiction of the whole population in determining what it envisioned to measure based on the existing evidence (McCrae *et al.,* 2011). The results of the reliability tests based on Cronbach's alphas for working environment (0.852), Employee wants (0.833) and employee-employer relations (0.908) were above 0.6 as recommended by Fornell & Larcker (1981) and Field (2018) and Maleka (2018), hence validating the results of the study.

Table 1: Cronbach Alpha Test

Working Environment	**0.852**
Employee Wants	0.833
Employer-Employee Relations	0.908
Employee Compliance with Ethics	0.786

Validity of the data determines whether the research really measures what it is envisioned to measure within a population. (Saunders *et al*., 2007). It centres on whether the findings are actually about what they seem to be about. In this study, the data collection instrument was subjected to piloting and review by an expert before it was finally distributed to the 80 sampled respondents.

Data Analysis
Inferential statistics specifically multiple regression analysis were used for data analysis. Data analysis entailed checking, cleaning, converting and modelling of information to extract valuable information, draw conclusions and, ultimately, support decision-making in a bid to influence change (such as policy change). Moreover, it involved summarising the information collected and consolidating it in a manner that answered the research problem/hypothesis (Kothari, 2004). Whereas the qualitative information was subjected to thematic analysis, the Statistical Package for Social Science (SPSS Version 16) was used for quantitative data analysis. Descriptive analysis of quantitative data was computed, and percentages/frequencies were presented using tables. Moreover, correlation and multiple regression analyses were performed to determine the existing relationship between independent and dependent variables of the study. The study is illustrated using the model described in the envisioned model below:

$$ECE = \beta o + \beta 1WE + \beta 2EW + \beta 3EER + e$$

Whereby,

ECE = Employee Compliance on Ethics;

βo =   Constant Factor;

β1WE = Working Environment;

β2EW= Employees Wants;

β3EER = Employer-Employees Relations; and

e = Random variable.

Analysis of the study findings
Descriptive statistics
The demographic information that were gathered from the 70 respondents were age, gender and the education levels of the respondents as Table 2 illustrates:

Table 2: Ages, Gender and Education level of Respondents

	Frequency	Percent
18 – 24	8	11.4
25–34	14	20
35 – 44	43	61.4
45+	5	7.1
Total	70	100
Sex	**Frequency**	**Percent**
Male	41	58.6
Female	29	41.4
Total	70	100
Education level	**Frequency**	**Percent**
College Level	6	8.6
First Degree	41	58.6
Masters	23	32.8
Total	70	100

Source: Field Data

Table 2 outlines the characteristics of the respondents. As far as the age of respondents is concerned, it was found that 8 (11.4%) respondents were aged18-24 years; 14 (20%) were 25-34 years; and 43 (61.4%) were aged 35-44 years whereas 5 (7.1%) were aged above 45 years. This implies that the age of majority of the employees who took part in the study, 57 (81.4%) was between 25 and 44 years. These findings are complemented by Zacharia (2018) who holds that

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telecommunication companies in Tanzania usually comprise employees who are young and energetic since most of the operations are hectic. Thus, employees who are strong and highly active in ensuring delivery of duties fit the profile. The results of a survey for different age categories of students by Ruegger and King (1992) suggest that, as people age, they tend to be more ethical. In that study, students falling in the 40 plus years age group were the most ethical, followed in order by those aged 31–40, then 22–30 group, ending with those aged 21 years and below. Implicitly, the age profile of many of the respondents 43 (61.4%) from Vodacom Company should generally behave ethically as they were aged between 35 and 44 years

Regarding the gender of the respondents, results show that 41 (58.6%) the respondents were males and 29 (41.4%) were females. This implies that views of both genders were well represented in the study. Katamba *et al.* (2016) also found that Vodacom Tanzania is open to both men and women as practitioners with both genders having equal employment opportunities in the company. Yet, extant literature suggests that there are differences of ethical concern associated with gender. For example, Ruegger and King (1992) found gender to be a significant factor in the determination of ethical conduct, with females emerging to be more ethical than males in their perception of business ethical situation.

Regarding the education levels of the respondents, Table 2 shows that 6 (8.6%) of the respondents had college education (up to the diploma level); 41 (58.6%) had undergraduate degrees; and 23 (32.8%) had postgraduate qualifications at the master's level. This implies that employees in the private telecommunication companies were highly skilled and qualified individuals. This state augurs well with the fact that these entities are businesses competing for productive individuals to foster maximum productivity. Along similar lines Venktess (2016) found that telecommunication companies, Vodacom inclusive tend to engage highly skilled employees in varied positions to ensure effective and efficient productivity to gain a competitive edge in the business. Nevertheless, a study by Abratt *et al*. (1992) found that, despite differences in socio-cultural and political factors there were no statistically significant differences between the two groups of the highly and not-so-highly educated regarding their ethical beliefs. The implication of that finding is that education has little or no bearing on ethical beliefs. On the other hand, Delane and Sockell's (1992) study suggest that ethical training can make a difference as it has a positive effect. Yet, relatively few firms provided such programmes, which suggest that firms should factor in provision of formal training in ethics to their employees.

Mean and Standard Deviation
The section begins with the computation of the mean and standard deviation for the constructs - Work Environment, Employee Wants, and Employer-Employee Relations using a 5-point Likert scale. The minimum and the maximum length of the 5-point Likert type scale were noted; then the range was determined by calculating by $(5 - 1 = 4)$ before dividing the figure by five as it is the greatest value of the scale $(4 \div 5 = 0.80)$. Afterwards, number 1, which is the least value in the scale, was added to identify the maximum of this cell (Mbura & Kagoya, 2019). Thus, the ranges were provided as follows:

- From 1 to 1.80 = (strongly disagree)
- From 1.81 to 2.60 = (do not agree)

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- From 2.61 to 3.40 = (true to some extent)
- From 3:41 to 4:20 = (agree)
- From 4:21 to 5:00 = (strongly agree).

Table 3 presents the results.

Table 3: Mean and Standard Deviation

Study Variables	Mean	Standard Deviation	N
Work Environment	3.725	.2603	70
Employee Wants	3.459	.2376	70
Employer-Employee Relations	3.593	.2435	70

Source: Field Data

From Table 3 we can discern the mean and standard deviation results on all three study variables. To begin with, the findings indicate that the Work environment as an independent variable has the greatest influence with the highest mean value (M = 3.725). This is followed by Employer-Employee relations (M = 3.593) and, subsequently, Employee wants (M = 3.459) in descending order of influence level. This implies that employees' compliance with mobile operations ethics in the telecommunication company in Tanzania appears to be mostly influenced by the work environment and followed by employer-employee relations and, finally, employee wants. Standard deviation, on the other hand, shows that variation amongst variables in Table 4 on the values is not high, which indicates that the respondents' opinions did not differ much since they are all less than three (SD<3) (Mbura, 2007). Using the guiding range, the findings suggest that the respondents 'agree' that all the three constructs had an *influence on employees' compliance with ethics*

The finding assertion is also supported by Sikolia *et al.* (2014) who suggest that employee compliance with ethics in an organisation regardless of the industry is usually associated with several motivational oriented factors, the working environment being inclusive. Evidently, an amenable, attractive and favourable work environment that meets the employees' prior expectations has the added benefits of steering workers towards compliance with ethics and rules in place, hence a potential positive effect. Indeed, as Urban *et al.* (2012) aptly point out, employee compliance with ethics in an organisation is usually relative to the causes because it is associated with motivation traits and/or elements, which are relative. Thus, needs and wants of the employees are essential remedy as they significantly influence compliance with ethics and rules. Additionally, the pattern of the relationship between the employer and the employees also has significant bearing on fostering employee compliance with ethics, particularly those relevant to the organisation development. In this regard, one of the three key informants said:

"Compliance with ethics among employees in mobile companies in Tanzania is influenced by several concerns including the work environment in the companies and the pattern of relationship between the employer and the employee. If they are both unwelcoming, they tend to be destructive on employees' ethical behaviour."

Evidently, the work environment tends to be performance-driven in terms of output; as such, employees end up complying with ethical demands since the management is strict in enforcing these ethics. Moreover, the relationship between the employer and employee works well when workers have targets to meet, which also influence contract renewal. This conditionality is amenable to ensuring their compliance with ethical demands. This is verified by another key informant who said:

> "Compliance with ethics is strongly influenced by the work environment and the relationship between the employer and the employee. This is vivid in a sense that the company expects the employees to relate with the employer based on his or her performance results since it guarantees extension of the contracts among other benefits. Nevertheless, this will only work if employees' wants are adequately met."

In other words, the findings in this regard are consistent with the assumption behind the Theory of Deterrence that an individual ought to make appropriate decisions against the consequences of unethical behaviour in event that it is worth doing (Siponen, & Vance, 2010). In this case, the strictness of the management on meeting set targets and potential non-renewal of contracts and denial of other benefits serve a deterrence role whereas an amenable work environment appears to preclude grounds for non-compliance with ethical demands.

Inferential Analysis

Inferential statistics allow us to use selected samples to make generalisations about the populations from which the samples were drawn. This type of analysis has been specifically performed to describe the relationships among study variables. The analysis consists of correlation and multiple regressions as measurements for assessing the relationship pattern to fill the knowledge gap. This stage is preceded by model fitness and correlation analyses.

Table 4: Model Summary

Model	R	R square	Adjusted R Square	Standard Error of Estimate	Change Statistics			Durbin-Watson
1	.675	.615	.610	51.014	.604	52.268	.000	1.519

Source: Field Data

Independent Variables: Work Environment, Employee Wants, and Employer-Employees Relations.

Dependent Variable: Employees' Compliance with Ethics.

Table 4 describes the whole pattern of influence of the independent variables on the dependent variable through the value of R^2. The study findings indicate that employees' compliance with ethics in mobile operations in telecommunication companies in Tanzania is influenced by Work environment, Employee wants and the Employer-employee relations by 61.5 percent. In other words, 38.5 percent of the influence is attributable to other factors other than the three predicting

variables for the dependent variable including motivation, business competition and several others (VGL, 2017). Implicitly, the study assumptions are positive and well-realised.

Correlation Analysis

Correlation analysis is performed specifically to describe a given study's predicting variables among those in the set of data with highest influence than others. Table 5 presents the results:

Table 5: Correlation Analysis

| Variable	Working Environment	Employee Wants	Employer-Employees Relations
Working Environment	.507***		
Employee Wants	.335	.109*	
Employer-Employees Relations	.477	.084*	.107*

****p<0.001, ***p<0.05, *p<0.1**

Source: Field Data

The study results in table 5 shows the correlation analysis results, which reveal the highest correlation as between Employee wants and Employer-employee relations. This relationship suggests that there is a multicollinearity problem between the two highly correlated constructs. This signals the multicollinearity problem which can be checked by VIF that was computed in table 6. The statistical literature identifies the main problem associated with multicollinearity as unstable and biased standard errors, hence leading to unstable p-values for assessing the statistical significance of the predictors, which could result in unrealistic and untenable interpretations (Vatcheva *et al.*, 2016). When the purpose of a multivariable regression analysis is to explain the individual effects of the predictors on an outcome variable, it is important that a potential multicollinearity between the predictors be investigated; a potential severity be quantified; and potential impact of multicollinearity on the reported results be acknowledged and discussed.

Table 6: Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	VIF
	B	Std. error	Beta			
(constant)	-14.267	4.253		-1.119	.104	
Work Environment	2.626	.408	.579	12.822	.000	2.115
Employee Wants	2.311	.383	.243	8.614	.321	4.973
Employer-	2.239	.204	.520	12.430	.000	3.105
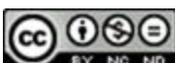
Employee Relations		

Table 6 reveals the multiple regression analysis results, which indicate that only two study independent variables, Work environment and Employer-employees' relations, are positive and statistically significant in the effect on employee compliance with ethics (p<0.05).

These findings imply that employees' compliance with ethics in mobile operations in the Tanzania telecommunication companies appear to be significantly influenced by the work environment and employer-employee relations. In addition, Employee wants, as an independent variable, is positive but not so statistically significant in its effect on employee compliance with ethics. Multicollinearity was assessed using the Variance Inflation Factor (VIF), which measures the inflation in the variances of the parameter estimates due to multicollinearity potentially caused by the correlated predictors (Vatcheva *et al.*, 2016). The computed VIF shows that the values of VIF are less than 5. This outcome signifies that the multicollinearity problem has been sorted out (Mbura, 2007).

Discussion of findings
Work Environment and Employee Compliance with Ethics
Findings indicate that the suitability of the work environment as a predicting variable has significant bearing on employees' compliance with ethics at p<0.05. According to Scott-Young (2014), compliance with ethics by employees in any organisation regardless of the nature of industry can be influenced significantly by the work environment that shapes the behaviours of the employees. Consequently, if the environment is laissez-faire, then automatically compliance with ethics tends to be low and largely ineffective; and vice versa. According to James (2005) compliance with ethics by companies may be attributable to several environment-related factors at the work place. Another crucial driver, towards compliance with ethics and rules according to James (2005) is the leadership style in place. This is supported by a key informant namely Human Resource manager who said:

> "The work environment, which is set by the management of the organisation, fosters employees' compliance with ethics and rules… because at Vodacom Tanzania, employees are particularly driven and directed towards target fulfilment for their continued existence at the company and whereas compliance to ethics is a must to perform well and gets to be rewarded".

Employees' Wants and Compliance with Ethics
The study found that employees' wants as a predictor variable constitute a positive but statistically insignificant influence on the employees' compliance with ethics (p>0.05). This implies that employees' compliance with ethics in mobile operations in the context of Tanzania is less influenced by employees' wants than other variables such as work environment and employer-employee relations. This finding deviates from Siponen and Vance's (2010) perspective that compliance with ethics by employees especially in cellular entities and activities depends on information communication technologies (ICT). Apparently, the impetus to behave ethically tends to be associated with the outcome of the efforts linked with meeting employee

needs and wants. This implies that, as employees score high in ethical behaviour, they are rewarded in different ways which translates into meeting individual needs and wants.

McNutt and Batho (2005) further suggest that the needs and wants are essential in any organisation. In large enterprises and entities, many owners and Chief Executive Officers (CEOs) observe and identify their employees' needs and respond positively as motivation for those performing well. This strategy has been useful in fostering motivation and compliance with ethics and rules since it assures gains for both employers and employees.

Regardless of the findings, one of the key informants suggested that employee wants constitutes an influencing factor to comply with ethics in an organisation because individuals have expectations. Once they are employed in an organisation their expectations are attained through salaries and incentives they get; automatically, they tend to comply with ethics and rules to safeguard those emoluments and benefits. Murphy and JD (2011) argue that appropriate incentives are a required element to effective compliance because too many in management and on boards believe that most employees will naturally "do the right thing". Specifically, the other key informant - Employee Relations manager said:

> "Employee wants are essential in fostering compliance with ethics and rules in
> organisations because employees are individuals with expectations that need to
> be fulfilled. In that case, once their needs are realised through the salary and
> incentives they get, compliance with ethics and rules become automatic and
> vice-versa".

As such, employees' wants has a bearing on towards employees' compliance with ethics in mobile companies because, by nature, people work with expectations from their employers. Once the expectations are met, employees have no excuse but to comply positively with ethics and vice-versa. Key for this variable is to satisfy personal needs and desires for such compliance to work in what appears to be automatically though the salary and other emoluments tend to precondition the workers so that they do not forfeit them.

Employer-Employee Relations in Relation to Employees' Compliance with Ethics
The study further found that employer-employee relations, as a predicting variable, has a positive and is statistically significant influence on employee compliance with ethics as the dependent variable registered $p<0.05$. This implies that employee compliance with ethics in mobile operation in Tanzania is influenced by employer-employee relations. This finding is also supported by VGL (2017), which states that ethics in Vodacom Tanzania is highly motivated by the pattern of the relationship between the employer and employees. However, this relationship depends on the quality of leadership. In this regard, Downe (2016) argues that personal moral credibility of leaders is important in enhancing the effectiveness of formal ethics regulation by intervening informally to steer behaviour and resolve emerging problems in organisations rather than rely on formal regulatory mechanisms. Bedi *et al.* (2015) and Hassan (2015) identify beneficial outcomes arising from "ethical leadership" as increased willingness of employees to use voice to improve their organisation; greater employee job satisfaction and sense of well-being; and increased trust in organisation leaders both from the employees and the public. One of

the key informants suggested: "The pattern of relationship between employer and employees influences compliance with ethics and rules because in Vodacom Tanzania the relationship is task oriented and performance based." Basically, the recognition of the employees and the extension of their contracts are determined by the extent to which they meet the organisational target; the higher the employees excel in the company, the more assured they are of having their contracts either extended or renewed. As the key informant- Compensation manager puts it:

> "The pattern of relationship between employer and the employees has a bearing on compliance with ethics and rules because with Vodacom the relationship is based on performance targets which have implication to the long stay of the employees to the organization. Therefore, employees concentrate on reaching their targets and, thus, they end up complying with ethics."

This implies a win-win situation embedded in this employer-employee relationship. The employer sets the target and provides conditions likely to motivate the workers and the workers meet those targets including complying with associated ethics. Thus, the mobile companies get what they want and so do the employees.

Conclusions, limitations and recommendations

The present study has found that employees' compliance with ethics in mobile operation in Tanzania is influenced and determined, first, by the work environment in an organisation and, second, by the employer-employee relations. These two factors were also significant in their effect. On the other hand, though employee wants in the organisation also influence employees' compliance with ethics, the study found that the influence was largely insignificant. Thus, whereas the first two variables have been found to be positive and statistically significant in their influence on the dependent variable of employees' compliance with ethics, the third variable—employee wants—had a positive but insignificant effect on the workers' tendency to abide by ethics. Since employees' compliance with ethics in mobile operation ethics is significantly influenced by the work environment, and employer-employee relations, this study recommends that organisations must enable employees to conform to performance as the primary task. Moreover, relations between the employers and the employees should be perpetuated through effective leadership to ensure compliance with ethics. After all, employees are prepared and set to comply with the organisation's goals and requirements, hence creating a basis for assuring total compliance with the ethical demands in the mobile phone business**.** This study was limited to explanatory design; as such, future studies could apply other designs, including the qualitative elements, which were constrained in the current study. The study however managed to fill the knowledge gap with the information it generated using causality relationship pattern.

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