

Chapter 6

AN ANALYSIS OF

PRACTICE OF ETHICS IN VSP

- 6.1 Analysis of Data
- 6.2 Analysis of Ethics from the Response to the Questionnaire
- 6.3 Analysis of Ethics for Functional Divisions
- 6.4 Analysis of Ethics for the Level of Management
- 6.5 Analysis of Ethics for the 'Age'
- 6.6 Analysis of Ethics for the Service
- 6.7 Analysis of Ethics for the Gender
- 6.8 Analysis of Ethics for the Mode of Entry
- 6.9 Analysis of Ethics for Technical Background
- 6.10 Total Ethics in Different Profiles of Respondents
- 6.11 Ethics in the Entire Visakhapatnam Steel Plant

6.1 ANALYSIS OF DATA

This chapter makes an attempt to analyse the opinions of employees of the Visakhapatnam Steel Plant regarding the nature and extent of ethics prevalent in the organization. Here multi – variance analysis (ANOVA) is used to test the differences in the mean scores obtained from the treatment of data, whether they are statistically significant or not.

The data was collected through survey method basing on the structured questionnaire. The questionnaire is administered based on stratified random sampling method. Major departments constitute each strata and minor departments put altogether form one strata. Personal data is solicited in the form of open ended questions. It is followed by closed ended questions in the form of Likhert type, rating scales and questions of specific input. The questionnaire is formed on a five point scale. Their mean scores are taken for analysis. The study is to observe the intensity of behavior and the rate at which it is felt by the officers of various back grounds. The size of the sample is taken as 200. The collected data was analysed critically from all angles and presented here. The analysis of data is presented here in tabular forms in a structured manner. Valuation is done on the basis of mean scores from the responses. F statistic is compared at 5% confidence level.

To make the observations more analytical and meaningful, the values followed in Visakhapatnam Steel Plant knowingly or unknowingly in the name of ethics are divided into four categories. They are external ethics, internal ethics, societal ethics and self ethics. Further the study is done in the perspective of different modes of ethics as ethical perception, ethical frequency and ethical comprehension.

In the analysis, the following ethical variables are used,

1. *Self ethical perception* : It deals with the basic understanding shown by the self regarding the ethics related to one's conscience.
2. *Self ethical frequency* : It is the seriousness shown by the self regarding the ethics related to one's conscience.

3. *Self ethical comprehension* : It is the analytical ability regarding the ethics related to one's conscience.
4. *Internal ethical perception* : It deals with the basic understanding shown regarding the ethics related to the internal organizational relations.
5. *Internal ethical frequency* : It is the seriousness shown regarding the ethics related to the internal organizational relations.
6. *Internal ethical comprehension* : It is the analytical ability regarding the ethics related to the internal organizational relations.
7. *External ethical perception* : It deals with the basic understanding shown regarding the ethics related to different external environmental relations.
8. *External ethical frequency* : It is the seriousness shown regarding the ethics related to different external environmental relations.
9. *External ethical comprehension* : It is the analytical ability regarding the ethics related to different external environmental relations.
10. *Societal ethical perception* : It deals with the basic understanding shown regarding the ethics related to one's response to the societal needs.
11. *Societal ethical frequency* : It is the seriousness shown regarding the ethics related to one's response to the societal needs.
12. *Societal ethical comprehension* : It is the analytical ability regarding the ethics related to one's response to the societal needs.

6.2 ANALYSIS OF ETHICS FROM THE RESPONSE TO THE QUESTIONNAIRE

Each question presented in the survey represents a key element in the study of ethics. The response for each question is tabulated here against the options given and a detailed analysis is presented.

Table 6.2.1 : Opinion on equitable treatment

Response	Strongly Agree	Somewhat Agree	Agree	Somewhat Disagree	Strongly Disagree
Score (%)	61.5	18.5	15.5	4	0.5

Visakhapatnam Steel Plant, in its day to day affairs, interacts with parties from various backgrounds. For the organization, to be truly ethical, it must ensure equitable treatment regardless of socio (sex, caste, religion etc.) – economic and cultural backgrounds. The respondents are asked about their opinion in this regard. The results are tabulated as shown above.

From the above table it is evident that 61.5% of the respondents, strongly agreed for equitable treatment regardless of socio (sex, caste, religion etc.) – economic and cultural backgrounds. 95.5% of the respondents (61.5+18.5+15.5) claimed that they are ensuring equitable treatment. 4.5% of the respondents (4 + 0.5) are not able to ensure equitable treatment.

It is clear that Visakhapatnam Steel Plant, having established quite a good value framework, ensures that equitable treatment is done regardless of various backgrounds. But still there is a scope for improvement.

Table 6.2.2 : Response to dealings made on behalf of company

Response	Strongly Agree	Somewhat Agree	Agree	Somewhat Disagree	Strongly Disagree
Score (%)	76	7	16	1	0

For all the dealings made on behalf of the company, employees need to exercise control and must exhibit matured values. Employees were asked about their opinion for dealings with professionalism, honesty and integrity as well as practicing high moral and ethical standards.

76% of the officers of Steel Plant have strongly agreed that during their official dealing with others, they ensure professionalism, honesty, integrity as well as high moral and ethical standards. 99% of the officers (76+7+16) ensure professionalism in their dealings. Practically no one has disagreed for it.

It is clear that Visakhapatnam Steel Plant, being a highly ethical organization, ensures professionalism, honesty, integrity as well as high moral and ethical standards.

Table 6.2.3 : Opinion on survival of customers & suppliers

Response	Strongly Agree	Somewhat Agree	Agree	Somewhat Disagree	Strongly Disagree
Score (%)	57.6	16.6	25.3	0.5	0

Any business organization aims to be a continuously growing company and profit is prime mover for it. Similarly the customers and suppliers of Visakhapatnam Steel Plant also expect fair profit while dealing with the steel plant. An opinion was sought in this regard.

57.6% of the respondents have strongly agreed that the customers and suppliers must have an opportunity to make a fair profit. 99.5% of the respondents (57.6+16.6+25.3) have accepted for the survival of the customers and suppliers while practically no one has disagreed for it.

Visakhapatnam Steel Plant honours their customers and suppliers like their business partners and acknowledges that profit is for survival for any one operating in the society.

Table 6.2.4 : Responsiveness of outside parties towards ethics

Response	Strongly Agree	Somewhat Agree	Agree	Somewhat Disagree	Strongly Disagree
Score (%)	72	11	15	2	0

When an organisation is trying to become a highly ethical organization it expects all the dealing parties like the customers, suppliers and other stakeholders should follow ethics. The opinion of the employees was sought in this regard.

72% of the respondents of the Steel Plant have strongly agreed that all the customers, suppliers and other stakeholders should follow ethics. 98% of the respondents (72+11+15) have accepted that the dealing parties should also follow ethics. 2% of the respondents (2+0) disagreed with this opinion.

Visakhapatnam Steel Plant follows ethics and desires that all its dealing parties should also follow ethics. It expects the same gesture from parties it deals with like customers, suppliers, other stakeholders etc.

Table 6.2.5 : Respondents nature to yield

Response	Strongly Agree	Somewhat Agree	Agree	Somewhat Disagree	Strongly Disagree
Score (%)	49	26.6	20.6	3.3	0.5

There are instances where an employee buckles under pressure and indulge in unethical activities. This cause harm to the organization and the employee also cannot live in peace. The response was sought regarding the behavior under pressurised situations.

49% of the respondents of the Steel Plant have strongly agreed that they followed their conscience even under pressure. 96.2% of the respondents (49+26.6+20.6) have accepted that they never gave in to any kind of influence. 3.8% of the respondents (3.3+0.5) disagreed for it.

Visakhapatnam Steel Plant officers follow conscience and act in an ethical manner even when subjected to stress. The officers do not yield to any kind of stress or pressure in the organization.

Table 6.2.6 : Equal opportunities in official dealings

Response	Strongly Agree	Somewhat Agree	Agree	Somewhat Disagree	Strongly Disagree
Score (%)	69.8	12.4	15.7	0.5	1.6

The notion that ‘big fish eats small fish’, cannot be accepted in today’s civic society. The officer’s views were requested as to ensuring fair / equal opportunities to the dealing parties in all the official dealings.

69.8% of the respondents of the Steel Plant have strongly agreed that they ensured equal opportunities for all official dealings. 97.9% of the respondents (69.8+12.4+15.7) always adhere to fair / equal opportunity. 2.1% of the respondents (0.5+1.6) have other opinion.

Visakhapatnam Steel Plant do not want any undue advantage, by being a large organization, by bluffing, concealing information etc. for all its official dealings.

Table 6.2.7 : Opinion on mutual fair negotiations

Response	Strongly Agree	Somewhat Agree	Agree	Somewhat Disagree	Strongly Disagree
Score (%)	63.5	14.5	20	0.5	1.5

As explained earlier, a highly ethical organization also expects the same thing from the dealing parties also. During various day to day negotiations, the Steel plant behaves in a fair manner and expects the other party to negotiate in a fair manner. Opinion was sought on mutual fair negotiations.

63.5% of the respondents of the Steel plant have strongly agreed to negotiate as part of their duty, in fair manner and expect others to negotiate in fairness. 98% of the respondents (63.5+14.5+20) have accepted for mutual fair negotiations. 2% of the respondents (0.5+1.5) disagreed.

Visakhapatnam Steel Plant nurtures values and expects reciprocity as far as negotiations are concerned. It desires that others also should negotiate in fair manner with the organization.

Table 6.2.8 : Opinion on respect for other's views

Response	Strongly Agree	Somewhat Agree	Agree	Somewhat Disagree	Strongly Disagree
Score (%)	51	21.5	25.5	1.5	0.5

A value based organization exercises reasonable thinking to the views expressed by the other parties. The organization will not force its ideas on others. The attention was drawn regarding respect towards other's views during various deliberations.

51% of the respondents of the Steel plant have strongly agreed give reasonable thinking to other's views in all their discussions. 98% of the respondents (51+21.5+25.5) have accepted for patient hearing. 2% of the respondents (1.5+0.5) disagreed.

Visakhapatnam Steel Plant officers are not autocratic. They take other's opinion and spare some time for it. The officers do not just pass on their views to others forcefully.

Table 6.2.9 : Opinion on thinking about ethics

Response	Never	Rarely	Sometimes	Frequently	Always
Score (%)	0.5	0.5	6.5	42	50.5

Ethics should be the most frequently talked about subject in all the discussions whether official or unofficial. This keeps check on unethical activities. The response to the question pertaining to the amount of thinking given to ethics, is tabulated here.

50.5% of the respondents of the Steel Plant have always kept thinking about ethics at some forum. 99% of the respondents, some or other time have given some thought regarding ethics while 1% of the respondents (0.5+0.5) do not think about ethics .

Visakhapatnam Steel Plant being a closely knit family type society, almost all its officers keep thinking about ethics. The Steel Plant is one such organization where ethics are discussed many a time at various platforms.

Table 6.2.10: Opinion on appraising of customers

Response	Never	Rarely	Sometimes	Frequently	Always
Score (%) 13	9	9.6	34.9	25.9	20.6
Score (%) 14	46.3	19.3	22.6	5.4	6.4

Here the respondents were subjected to an ethical dilemma. An ethical organization must explain to its customers all the relevant information including the facts which are detrimental to the interests of not only the customers but to the parent organization as well.

With regard to safeguarding the interests of the customers, 34.9% of the respondents, sometimes, promptly and candidly explained to customers about their strengths and opportunities and also threats and weaknesses, which are detrimental to them. 81.4% of the respondents (34.9+25.9+20.6), in general appraised the customers about the company position. When the disclosure is not in the interests of the company, 46.3% respondents never opened up. Only 34.4% of the respondents (22.6+5.4+6.4) shared the information with the customers.

The highest level of ethics was reflected by the Visakhapatnam Steel Plant, regarding the disclosure of information which is likely to render damage to the customers. When the disclosure of information is itself a loss to the parent organization, only few officers of the Steel Plant came forward for the disclosure. A highly ethical organization should not run in such a situation where it has some information which it cannot share to others like customers, thereby causing loss not only to the customers but also to the parent organization nurturing such deficiency. Transparency is the blood for ethics.

Table 6.2.11 : Opinion on opportunity for the defendant to justify

Response	Never	Rarely	Sometimes	Frequently	Always
Score (%)	2	1	15	34.5	47.5

As per the principles of natural justice, any punishment should be given after exhausting all the opportunities given for the defendant to justify. Respondents were asked about providing fair chance to other person in defending his case, during various discussions, arguments, reprimands etc.

47.5% of the respondents of Steel Plant always provided the other person, sufficient opportunity to justify himself in discussions, arguments, reprimands etc. 97% of the respondents (15+34.5+47.5) gave fair chance to other person in defending his case. 3% of the respondents (2+1) have not given any chance to defend.

Visakhapatnam Steel Plant believes in principles of natural justice. It does not indulge in giving outright and hasty decisions. The Steel Plant wants to provide all the opportunities to the defendants.

Table 6.2.12 : Opinion on misuse of company assets

Response	Never	Rarely	Sometimes	Frequently	Always
Score (%)	65	10.3	5.1	16	3.6

The assets of an ethical organisation shall not be misused. These include tangibles like equipments, materials, facilities, systems as well as intangibles as proprietary information, relationships with customers & suppliers etc.

From the response to the question analysing the misuse of assets of the organisation, 65% of the respondents of Steel Plant never misused the assets of the organisation. 75.3% of the respondents (65+10.3) did not misuse the

company assets which include tangibles like equipments, materials, facilities, systems as well as intangibles as proprietary information, relationships with customers & suppliers etc. 24.7% of the respondents (5.1+16+3.6) misused the assets of the company.

Majority of the officers of Visakhapatnam Steel Plant do not misuse the assets of the organization. The Steel Plant needs some improvement in this area as far as the protection of assets is concerned and upholding the values of its officers.

Table 6.2.13 : Opinion on winning a point

Response	Never	Rarely	Sometimes	Frequently	Always
Score (%)	76	21	3	0	0

It is a common tendency in human beings, especially the egoistic persons to bluff or force false information on to the counterparts to push their point. The opinion was sought from the respondents about this aspect.

When probed about winning a point in various discussions, 76% of the respondents of Steel Plant never resorted these types of animal tactics. 97% of the respondents (76+21) did not bluff / provide false information to their counter-parts to push their point. 3% of the respondents do anything to win the argument.

Visakhapatnam Steel Plant acts sensibly in its interactions with others and do not feel that always it should have upper hand. The Steel Plant does not resort to cheating to the other parties for its own gain.

Table 6.2.14 : Opinion on whistle blowing

Response	Option-a	Option-b	Option-c	Option-d	Option-e
Score (%)	1.5	0.5	79.3	13.6	5.1

Whistle Blowing is defined as the voluntary disclosure of harmful information as a moral protest. The respondents were asked whether they highlight the mistakes of critical nature done by other persons in the organization.

5.1% of the respondents of the Steel Plant did not want to get involved in any issue, 13.6% of the respondents did not want to hurt others, 79.3% liked highlight it so that next time same mistake should not happen, 0.5% wanted to highlight to become a hero and 1.5% did not want to loose the opportunity of defaming others.

Visakhapatnam Steel Plant has a large number of officers who do not hesitate to bring to light the unethical instances occurring in the organization. The Steel Plant is again one such organization where whistle blowing is encouraged.

Table 6.2.15 : Opinion on oath of ethics

Response	Strongly Agree	Somewhat Agree	Agree	Somewhat Disagree	Strongly Disagree
Score (%)	57	11.5	24.5	3.5	3.5

Most of the organizations with a robust ethical framework, have oath of ethics and they administer it to new the incumbents. The respondents were asked about the necessity of providing the oath of ethics, before entering the profession.

57% of the respondents of Steel Plant have strongly agreed to have oath of ethics to be administered before entering the profession. 93% of the

respondents (57+11.5+24.5), in general opted for taking the oath of ethics. 7% of the respondents (3.5+3.5) disagreed with taking the oath of ethics.

Visakhapatnam Steel Plant ensures seriousness about ethics by imbuing ethics at the entry to the profession itself. The oath of ethics must be administered to each and every employee as he joins the organization.

Table 6.2.16 : Opinion on defaults by friends

Response	Strongly Agree	Somewhat Agree	Agree	Somewhat Disagree	Strongly Disagree
Score (%)	52	21	19.5	5	2.5

One should be sincere and serious about maintaining ethics in the organization. The respondent was asked whether he would accept even his friend breaking a policy, norm etc. in the organization.

52% of the respondents of the Steel Plant strongly agreed that they do not accept even their friends in indulging in unethical activities. 92.5% of the respondents (52+21+19.5), in general did not accept even their friends to break any policy, rule etc. 7.5% of the respondents (5+2.5) disagreed.

Visakhapatnam Steel Plant follows values strictly and do not like any dilution in its adherence to ethics. The Steel Plant officers do not spare even their close associates while blowing the whistle.

Table 6.2.17 : Opinion on development of sub-ordinates

Response	Strongly Agree	Somewhat Agree	Agree	Somewhat Disagree	Strongly Disagree
Score (%)	54	18.5	24	2.5	1

In this competitive world, professional rivalry is rampant in business organisations. It is an ethical threat to the organisation. Here the opinion was sought regarding the assistance to their colleagues in their professional developments, even though they are likely to become potential competitors to them.

54% of the respondents of Steel Plant have strongly agreed to assist their colleagues in their professional developments, even though they are likely to become potential competitors to them. 96.5% of the respondents (54+18.5+24) in general agreed for sharing of information. Only 3.5% of the respondents (2.5+1) do not want to assist their colleagues.

Visakhapatnam Steel Plant develops healthy competition without sacrificing the age old values. The officers share technical information with their colleagues even though they are likely to surpass them.

Table 6.2.18 : Opinion on employee conduct

Response	Strongly Agree	Somewhat Agree	Agree	Somewhat Disagree	Strongly Disagree
Score (%)	48.5	21.7	21.2	6.1	2.5

The appraisal forms of Visakhapatnam Steel Plant have a box named ‘integrity’. The appraiser has either to tick it, if the integrity is intact or cross it, if he has doubt about the integrity of appraise. The respondents were asked whether that one box is sufficient to evaluate the conduct of the employee.

48.5% of the respondents of Steel Plant have strongly agreed for evaluation of ‘Employee conduct’ in a broader way in performance appraisal system as against one box named ‘integrity’. 91.4% of the respondents (48.5+21.7+21.2)

in general have agreed for much wider treatment regarding employee conduct. 8.6% of the respondents (6.1+2.5) disagreed.

Visakhapatnam Steel Plant at this stage needs ‘employee conduct’ to be evaluated in the performance appraisal system in a detailed manner. Now-a-days intensified monitoring of employee behavior is very much required.

Table 6.2.19 : Opinion on undue benefits to self, family, friends

Response	Strongly Agree	Somewhat Agree	Agree	Somewhat Disagree	Strongly Disagree
Score (%)	73	8	13.5	1	4.5

In a value based organization, the employee should use his authority solely to fulfill his responsibility towards the organization and not for self interest or to further the interests of family, friends or associates. Here the response was sought regarding this aspect.

73% of the respondents of the steel plant have strongly agreed that they use their authority solely to fulfill their responsibilities and not for self-interest or to further the interests of family, friends or associates. 94.5% of the respondents (73+8+13.5) in general have agreed for judicious use. 5.5% of the respondents (1+4.5) disagreed.

Visakhapatnam Steel Plant discharge their duties ethically without rendering undue benefits to self, family, friends etc. The Officers solely use their authority to further the interests of the organization.

Table 6.2.20 : opinion on integrity in the organisation

Response	Strongly Agree	Somewhat Agree	Agree	Somewhat Disagree	Strongly Disagree
Score (%)	30.5	28.5	24.5	14	2.5

Integrity is the back bone for any ethical framework in the organization. It should be given the highest priority. The opinion of the respondents was sought in this subject.

30.5% of the respondents of the steel plant have strongly agreed that integrity is highly valued in the organisation. 83.5% of the respondents (30.5+28.5+24.5) in principle have agreed for high value attached to the integrity. 16.5% of the respondents (14+2.5) disagreed.

Integrity is highly valued in Visakhapatnam Steel Plant. The Steel Plant officers maintain high personal values so that their head is raised high always. Still some improvement is needed.

Table 6.2.21 : Opinion on fair judgment

Response	Strongly Agree	Somewhat Agree	Agree	Somewhat Disagree	Strongly Disagree
Score (%)	61	15	20	2.5	1.5

In business and personal dealings that affect business, generally rules are followed. Where rules do not exist, one should use fair judgment rather than waiting for such things as amendment of rules etc. The opinion of the officers was solicited in this regard.

61% of the respondents have strongly agreed use fair judgment where rules do not exist. Otherwise in business and personal dealings that affect business, generally rules are followed. 96% of the respondents (61+15+20) in general use fair judgment. 4% of the respondents (2.5+1.5) disagreed.

96% of the officers of Steel Plant Visakhapatnam Steel Plant do not turn a blind eye when the issue does not fall under general rule category. No issue is left behind for the sake the rules and other frameworks. It uses fair judgment.

Table 6.2.22 : Opinion on acceptance of gifts / favours

Response	Never	Rarely	Sometimes	Frequently	Always
Score (%) 35	82.8	13.2	4	0	0
Score (%) 69	30	25	26	4	15

As per the vigilance guidelines of Visakhapatnam Steel Plant, the limiting value of gift that can be accepted for executives is Rs.500 and for non-executives is Rs.250. The opinion in this regard was tabulated here.

82.8% of the respondents never accepted gifts / favours of substantial nature, from the person having official dealings (contractors, suppliers etc.) with the company. 96% of the respondents (82.8+13.2) in general have not accepted gifts / favours of substantial nature. 30% of the respondents never accepted, even nominal gifts which are customary or of commemorative nature for special events. 55% of the respondents (30+25) in general have not gone for these nominal gifts.

The Steel Plant officers may accept only nominal gifts or gifts of commemorative nature. Visakhapatnam Steel Plant does not succumb to

temptation of offers from various dealing parties and lower the image of the organization.

Table 6.2.23 : Opinion on ethics for sub-ordinates

Response	Never	Rarely	Sometimes	Frequently	Always
Score (%)	5	1.5	10	44.5	39

Any employee of an ethical organization must see that not only he himself follows ethics but also the subordinates under him should also follow ethics. The respondents were asked about the compliance.

44.5% of the respondents of the steel plant have frequently ensured that their subordinates follow ethics. 93.5% of the respondents (10+44.5+39) have checked in general that the people under them follow ethics. 6.5% of the respondents (5+1.5) disagreed.

Visakhapatnam Steel Plant ensures ethics right from top to the bottom of the organization. As the officers of the Steel Plant follow ethics, they also see that their juniors also follow ethics.

Table 6.2.24 : Opinion on false claim

Response	Never	Rarely	Sometimes	Frequently	Always
Score (%)	37	87	8	5	0

In the day to day functioning, if any misdeed is done, one easily passes the buck on to others. If for someone's hardship, the organization benefited, then

there are some people who take the credit to themselves. Here the respondent was placed in this scenario.

87% of the respondents have never taken the credit for someone else’s work to get ahead. 95% of the respondents (87+8) in general did not fake other’s accomplishments. 5% of the respondents take the credit which is not their own.

Visakhapatnam Steel Plant uses fair means to get ahead than using false claims. The officers of the Steel Plant do not indulge in activities like taking the credit of someone, which is not their own.

Table 6.2.25 : Opinion on organisational & personal preferences

Response	Never	Rarely	Sometimes	Frequently	Always
Score (%)	7.5	3.5	7.5	24	57.5

Whenever there is a personal job, sometimes the employees face a clash between organizational interests and personal interests. The respondents were asked as, how do they go about this dilemma.

57.5% of the respondents always placed organisational interests above personal interests. 89% of the respondents (7.5+24+57.5) in general opted for organizational benefit over personal gains. 11% of the respondents (7.5+3.5) disagreed.

Whenever there is a clash between organizational interests and personal interests, the officers of the Steel Plant opt for organizational interests. Visakhapatnam Steel Plant places organizational benefit over personal gains. Still there is a gap for improvement.

Table 6.2.26 : Opinion on propagation of ethical decision making

Response	Never	Rarely	Sometimes	Frequently	Always
Score (%)	5.1	6.7	27.2	29.2	31.8

Being placed in an ethical organization, each employee has the obligation to propagate ethical decision making to superiors and colleagues. The respondents were asked about their practices.

31.8% of the respondents have always propagated ethical decision making to superiors and peers. 88.2% of the respondents (27.2+29.2+31.8) have in general spread awareness about ethics to superiors and peers. 11.8% of the respondents disagreed.

As decision making is the back bone for any organization, it must be done in an ethical manner. Visakhapatnam Steel Plant ensures compliance to ethical decision making at all levels of hierarchy. Still some improvement is needed.

Table 6.2.27 : Opinion on ‘Practice what you preach’

Response	Never	Rarely	Sometimes	Frequently	Always
Score (%)	1	6.2	39.2	37.5	16.1

Action speaks louder than words. The leader should demonstrate high values by being a role model to the followers. Here the question deals about the turnout of words in to actions.

39.2% of the officers of Steel Plant sometimes practice what they preach to others. 92.8% of the respondents (39.2+37.5+16.1) in general felt that officers practice what they preach to others. 7.2% of the officers disagreed.

Officers of the Steel Plant teach only those things which they are practicing regularly. Visakhapatnam Steel Plant is very much practical in its approach and it puts into practice, every word spelt out.

Table 6.2.28 : Opinion on self values

Response	Never	Rarely	Sometimes	Frequently	Always
Score (%)	67.5	21.8	9.2	0	1.5

Short term and immediate gains from unethical activities are always tempting. This is more predominant when one's own colleague in the organization has set a precedent. Here the question was asked if one would follow and break a company rule when his peer did it.

67.5% of the respondents are never tempted by their peer's activities. 98.5% of the respondents (67.5+21.8+9.2) said that they would not follow and break a company rule if their peers did. 1.5% of the respondents disagreed.

Officers of the Steel Plant do not follow and break a company rule if their colleagues did it. Visakhapatnam Steel Plant has self values and is aloof to temptations of unethical activities from within the organization.

Table 6.2.29 : Opinion on book keeping

Response	Never	Rarely	Sometimes	Frequently	Always
Score (%)	3.5	0.5	2.5	25.2	68.3

Fudging of records / accounts has been one of the most rampant unethical activities in the business world. Here the respondents were asked whether they maintain records / accounts fairly and accurately in accordance with reporting standards.

68.3% of the officers of Steel Plant maintain records / accounts fairly and accurately in accordance with reporting standards. 96% of the respondents (2.5+25.2+68.3) in general adhere to the reporting standards. 4% of the respondents (3.5+0.5) do not maintain in accordance with the standards.

The officers of the Steel Plant maintain records / accounts fairly and accurately in accordance with reporting standards. Visakhapatnam Steel Plant does not accept any deviations from the reporting standards in the maintenance of records / accounts.

Table 6.2.30 : Opinion on job in a public sector

Response	Option-a	Option-b	Option-c	Option-d	Option-e
Score (%)	95.5	1	2.5	1	0

Visakhapatnam Steel Plant is a public sector organization. Here the job is secured and the salary is assured. Here the opinion was sought regarding the seriousness towards day to day jobs on the organization.

95.5% of the respondents do the job seriously. 2.5% of the respondents do the job, if any return is there. 1% each of the respondents does the job casually or follows what majority is doing. None of the respondents have said that they never concentrate on the job.

The officer of the Steel Plant, despite being in a government company and the job being for lifelong, do the jobs seriously. Visakhapatnam Steel Plant is a dedicated, loyal organization and puts priceless efforts in its functioning.

Table 6.2.31 : Opinion on ethics management

Response	Option-a	Option-b	Option-c	Option-d	Option-e
Score (%)	15.4	73.8	7.7	0.5	2.6

Total ethics management system is necessary for the organization. Response was sought regarding the constituents for a good ethics management system and is tabulated as shown above.

73.8% of the respondents want to have guidelines for ethics. 15.4% of the respondents desired that ethics be applicable for all employees from top to bottom. 7.7% felt to have separate department / section for ethics. 2.6% desired it to be applicable for all parties dealing with VSP like suppliers, contractors, ancillary industries. While 0.5% of the respondents needed to have a cell receiving complaints & redress mechanism.

Visakhapatnam Steel Plant felt the need for formal total ethics program which should have guidelines for ethics, applicable for all employees from top to bottom. to have separate department / section for ethics, to be applicable for all parties dealing with VSP like suppliers, contractors, ancillary industries and to have a cell receiving complaints & redress mechanism.

Table 6.2.32 : Opinion on payment of taxes as a responsible citizen

Response	Strongly Agree	Somewhat Agree	Agree	Somewhat Disagree	Strongly Disagree
Score (%)	74	9	13.5	0	3.5

The government collects revenue through taxes from the citizens and redistributes them to the needy people in the society by means of various welfare schemes. Every citizen has the responsibility to pay their due taxes. The response for this aspect is tabulated here.

74% of the officers of Steel Plant have strongly accepted that they must bear their share of taxes as a responsible citizen. 96.5% of the respondents (74+9+13.5) are of the opinion that they must fulfill their tax obligation. 3.5% of the respondents disagreed.

Officers of the Steel Plant feel that they must bear their fair share of taxes. Visakhapatnam Steel Plant maintains its obligation in the society as a responsible tax payer.

Table 6.2.33 : Opinion on public scrutiny of conduct

Response	Strongly Agree	Somewhat Agree	Agree	Somewhat Disagree	Strongly Disagree
Score (%)	65.2	9.6	20.2	2	3

Societal ethics deals with superior values maintained by the individual in the society. One's conduct can stand public scrutiny at any time without notice. Here the question deals about the social accountability.

65.2% of the officers of Steel Plant have strongly agreed that their conduct can stand public scrutiny at any time without notice. 95% of the respondents

(65.2+9.6+20.2) accepted for conformance to social values. 5% of the respondents disagreed.

Visakhapatnam Steel Plant maintains its conduct in the society in such a manner that no one can point a finger towards it at any point of time. Officers of Steel Plant believe that their conduct can stand public scrutiny at any time without notice.

Table 6.2.34 : Opinion on public behavior

Response	Strongly Agree	Somewhat Agree	Agree	Somewhat Disagree	Strongly Disagree
Score (%) 51	79.5	6.5	11	1	2
Response	Never	Rarely	Sometimes	Frequently	Always
Score (%) 53	10	1.5	2	9	77.5

Practically speaking, ethics is an inner feeling concerned with rendering no inconvenience, trouble, damage etc. to individuals, organizations, firms, society etc. directly or indirectly. Here the opinion regarding the behavior in public places like ticket counters, parking lots is sought.

79.5% of the officers of Steel Plant have strongly agreed that they follow 'queue' manners in ticket counters and give sufficient thinking for other's opportunity also. 97% of the respondents (79.5+6.5+11) in general have agreed for first come first serve basis. 3% of the respondents disagreed. While parking the vehicle, 77.5% of the officers of Steel Plant have always seen that they are not blocking the way out for already parked vehicles. 88.5% of the respondents (2+9+77.5) in general have followed parking manners. 11.5% of the respondents disagreed.

Visakhapatnam Steel Plant officers, in public places like ticket counters, parking places always mind their behavior in such a way that they do not become the reason for other's troubles.

Table 6.2.35 : Opinion on taking / giving dowry

Response	Strongly Agree	Somewhat Agree	Agree	Somewhat Disagree	Strongly Disagree
Score (%)	7.5	7	8	21	56.5

India is a fast developing country. Still harassment is going on, even by the highly educated persons. Here the question is asked regarding social evils like taking / giving dowry directly or indirectly in any form.

56.5% of the officers of Steel Plant strongly disagreed that they have not taken / given dowry directly or indirectly in any form. 77.5% of the respondents (21+56.5) felt that taking / giving dowry directly or indirectly in any form is not acceptable. 22.5% of the respondents feel that taking dowry is acceptable.

Officers of Steel Plant do not take / give dowry directly or indirectly in any form. Visakhapatnam Steel Plant should undertake some counseling regarding social evils as still there are some instances of exchange of dowry.

Table 6.2.36 : Opinion on bribing officials

Response	Never	Rarely	Sometimes	Frequently	Always
Score (%)	30	39.5	24.5	2	4

Corruption has been one of the root causes for unethical activities in the society. Accepting or giving bribes, especially to public officials is unpardonable. Here the response was sought pertaining to bribing people like traffic police, railway TTE etc.

39.5% of the officers of Steel Plant rarely had indulged in bribing people like traffic police, railway TTE etc. 30% of the respondents had never indulged in these activities. 30.5% respondents (24.5+2+4) have taken up bribing as an escape route.

Visakhapatnam Steel Plant, to some extent does not cultivate corruption by bribing government officials. Officers of Steel Plant do not bribe people like traffic police, railway TTE etc. Still the organization has to go for longer heights.

Table 6.2.37 : Opinion on owning things that do not belong to them

Response	Option-a	Option-b	Option-c	Option-d	Option-e
Score (%)	38	56	1.5	4	0.5

One should not enjoy the fruits from other's hardships. Here a case study was posted to the respondent. All of a sudden, one finds some amount deposited in his bank account from unknown sources. The response was analysed here.

56% of the respondents of Steel Plant wanted it to be checked and returned to its due owner. 38% of the respondents want to return it back immediately. 1.5% of them keep silent. 4% return the amount only when asked and 0.5% will argue that the money belongs to them.

Visakhapatnam Steel Plant is an honest organization, do not grab anything which do not belong to them and will see that it is returned to the correct owner as soon as possible.

Table 6.2.38 : Opinion on mutual gain

Response	Option-a	Option-b	Option-c	Option-d	Option-e
Score (%)	0.5	4.1	1.5	76.5	17.4

Here again another case was presented to the respondent. The respondent was asked to react to a situation where he and some other person need some opportunity at the same time. Here only one can avail that chance.

The above table suggests that 76.5% of the respondents feel that if they can wait, then they will let other needy person to have that opportunity. 17.4% of the respondents want to forego the opportunity for the benefit of the other person. 1.5% opted for mutual gain. 4.1% opined that first they will take the opportunity and later will leave for others. 0.5% said that they will not leave room for others.

Visakhapatnam Steel Plant always sees that because of its own actions, others are not at trouble or loose something. The officers of the Steel Plant value other's requirements as equal to their own. Moreover it always sees for others gain.

Table 6.2.39 : Opinion on CDA framework

Response	Strongly Agree	Somewhat Agree	Agree	Somewhat Disagree	Strongly Disagree
Score (%)	36.5	29	29.5	3.5	0.5

Conduct, discipline and appeal (CDA) rules Visakhapatnam steel Plant are the cardinal principles by which the value framework is maintained. Here the response was sought regarding the seriousness attached to the CDA rules.

36.5% of the officers of Steel Plant have strongly agreed that they read and understood the CDA (conduct, discipline and appeal) rules of the organization. 96% of the respondents (36.5+29+29.5) in general have awareness about the CDA rules of the organization. 4% of the respondents (3.5+0.5) disagreed.

Almost all employees of Visakhapatnam Steel Plant are well aware of various rules, norms and values practiced in the name of ethics in the organization. The Steel Plant uses structured and systematic manner in following the ethical patterns.

Table 6.2.40 : Opinion on self made mistakes

Response	Strongly Agree	Somewhat Agree	Agree	Somewhat Disagree	Strongly Disagree
Score (%)	42	31.5	22	2.5	2

To err is human. Hiding the errors and subsequently being the culprit for any damage to the organization is inhuman. Here the respondent was asked whether he hides the mistakes of critical nature, done by him in the organization.

42% of the officers of Steel Plant have strongly agreed that they do not hide the mistakes of critical nature, done by them. 95.5% of the respondents (42+31.5+22) inform the organization about the possible damage. 4.5% of the respondents (2.5+2) disagreed.

Officers of Visakhapatnam Steel Plant inform the organization against possible damage due to some self made misdeeds. They do not deter being punished. Officers of Steel Plant do not hide the mistakes of critical nature, done by them.

Table 6.2.41 : Opinion on moments of conflict

Response	Strongly Agree	Somewhat Agree	Agree	Somewhat Disagree	Strongly Disagree
Score (%)	6	22	9	22	41

In moments of conflict, doing the right things, sometimes is very difficult. People tend to take a short cut route, which is less risky and more convenient. Here the respondent was asked, which path he will take in moments of conflict.

41% of the officers of Steel Plant have strongly disagreed to the fact that they do what is convenient than what is right, during troubled times. 63% of the respondents (22+41) do what is right and not what is convenient. 37% of the respondents (6+22+9) do what is convenient and not what is right.

Visakhapatnam Steel Plant sticks to doing the right things even in difficult times rather than picking up some short cuts. But still the Steel Plant has a lot to improve.

Table 6.2.42 : Opinion on reporting for duty

Response	Never	Rarely	Sometimes	Frequently	Always
Score (%)	3	2	3.5	33.5	58

It is the duty of all the employees of an ethical organization to report for duty correctly on time. For Visakhapatnam Steel Plant, 9AM is the reporting time for all general shift employees. Here the respondent was asked about his reporting practice.

58% of the officers of Steel Plant always reported on time at the start of their general shift duty in the morning. 91.5% of the officers (33.5+58) in general have maintained punctuality. 3% of the respondents never reported on time.

Most of the officers of Visakhapatnam Steel Plant report for duty correctly on time and see it as a value than the discipline. Punctuality is highly regarded virtue in the Steel Plant. Visakhapatnam Steel Plant set this gesture more as a value than the discipline.

Table 6.2.43 : Opinion on taking out office items

Response	Never	Rarely	Sometimes	Frequently	Always
Score (%)	85.5	13	1	0	0.5

Employees of any organization, particularly the government organizations, have the tendency to take home office items like stationery, mechanical wrenches, electrical items, even though some of them are of meager value.

From the response to the question about stealing company's properties, 85.5% of the respondents claimed to have never taken office stationery, wrenches, electrical items etc. to home. 98.5% respondents, in general have not used the company's assets. 0.5% of the respondents always shifted the company assets.

Officers of Visakhapatnam Steel Plant do not drain the company resources for personal purposes. Officers of Steel Plant do not take home office items like stationery, wrenches, electrical items.

Table 6.2.44 : Opinion on sleeping on duty

Response	Never	Rarely	Sometimes	Frequently	Always
Score (%)	63	29	8	0	0

As per the standing orders of the organization, sleeping on duty has been a punishable offence. Here the respondent was asked whether he sleeps, for a while on duty in the organization.

When enquired about sleeping in office time, 63% of the respondents never slept for a while, on duty. 29% of the respondents slept rarely and 8% slept sometimes. None of the officers have made it a habit.

In Visakhapatnam Steel Plant, none of the officers made a habit of sleeping while on duty. Sleeping on duty has been an offense as per the certified standing orders of the Company.

Table 6.2.45 : Opinion on using office time for personal jobs

Response	Never	Rarely	Sometimes	Frequently	Always
Score (%)	36	47	16	0.5	0.5

All the employees of an ethical organization must dedicate almost all their office time for discharging their organizational responsibilities. But there are

employees, who get motivation, when they do personal jobs during office hours. Here the response about this aspect is analysed.

47% of the respondents of Steel Plant rarely used office time for personal activities. 83% of the officers (36+47) in general do not do personal jobs during company time. 1% of the respondents (0.5+0.5) used most of the time for personal activities.

Most of the officers of Visakhapatnam Steel Plant are dedicated to organizational activities as long as they are inside the boundary. Officers of Steel Plant do not use office time for personal activities

Table 6.2.46 : Opinion on transparency and disclosure

Response	Never	Rarely	Sometimes	Frequently	Always
Score (%)	2.5	0.5	4.5	31	61.5

All the activities taken up by the employees of an organisation must be open and transparent. This makes the activities to be more ethical for the fear of being caught. Here the opinion of the employees was sought regarding the transparency and disclosure.

61.5% of the officers of Steel Plant have always ensured transparency and disclosure in their actions. 97% of the respondents (4.5+31+61.5) in general made a practice of transparency and disclosure in their actions. 3% of the respondents (2.5+0.5) did not ensure the same.

Officers of Visakhapatnam Steel Plant are open and ensure transparency and disclosure in their actions. Visakhapatnam Steel Plant tries to leave no scope for misunderstanding in its activities.

Table 6.2.47 : Opinion on rules of the ‘State’

Response	Never	Rarely	Sometimes	Frequently	Always
Score (%)	2	2.6	14.8	32.1	48.5

Various rules and regulations are promulgated by the government, from time to time, for the benefit of people in the society. Being a responsible organisation in the society, its employees have the obligation to comply with all applicable laws and regulations, both in letter and spirit.

From the response to the question analysing about the adherence to rules and regulations, 48.5% of the officers of Steel Plant always complied with all applicable laws and regulations, both in letter and spirit, irrespective of criticality of the activity. 95.4% of the respondents (14.8+32.1+48.5) in general adhered to all the norms. 4.6% of the respondents (2+2.6) did not ensure it.

Visakhapatnam Steel Plant respects the rules of the Government and the society in which it is operating. Officers of Steel Plant comply with all applicable laws and regulations, both in letter and spirit.

Table 6.2.48 : Opinion on objective assessment

Response	Never	Rarely	Sometimes	Frequently	Always
Score (%)	1	3.1	20	41	34.9

Our emotions should not influence our decision making ability. One must be able to identify and separate the emotions so that objective treatment is done. The response was sought from the employee regarding his emotional stability.

From the response to the question about the emotional influences, 34.9% of the officers of Steel Plant are always able to identify and separate their emotions and act in an objective manner. 95.9% of the respondents (20+41+34.9) in general demonstrated their inner strength. 4.1% of the respondents (1+3.1) are not able to do the justification.

Visakhapatnam Steel Plant believes in management by objectives and is impervious to external influences. Officers of Steel Plant can identify and separate their emotions and act in an objective manner.

Table 6.2.49 : Opinion on resolving ethical dilemmas

Response	Never	Rarely	Sometimes	Frequently	Always
Score (%)	25	26.2	26.2	12.3	10.3

Dilemmas are common for the employees of an organization practicing ethics. When ethical dilemmas (regarding values – may be or may not be, with in the frame work of rules and procedures) are confronted, the employees may face them or evade them.

When ethical dilemma confronts, 26.2% respondents of the steel plant rarely left the issue and they have faced them head on. Again 26.2% respondents sometimes tried to avoid them. 25% respondents always tried to solves the

dilemmas. 10.3% of the respondents always tried to evade them than try to solve.

Resolving ethical dilemmas is a difficult task. In Visakhapatnam Steel Plant half of the officers have the resolve to face them. Rest of them, need some training as how to go about an ethical dilemma.

Table 6.2.50 : Opinion on assertiveness

Response	Never	Rarely	Sometimes	Frequently	Always
Score (%)	27.9	27.8	29.4	9.3	5.6

Value less life shuns assertiveness. Unethical employee always changes his verbal views with time and according to the situation whenever he is being cornered. Response was sought to the question about camouflaging oneself with the environment.

27.9% of the respondents never changed their verbal views with time and according to the situation. 27.8% respondents rarely changed with time. 29.4% respondents sometimes changed their verbatim. 5.6% respondents always changed their versions. 9.3% respondents frequently switched their positions.

Assertiveness in Visakhapatnam Steel Plant needs some brushing as a sizable number of officers do not stick to what they say. On the whole the officers of Steel Plant do not change their verbal views with time and according to the situation.

Table 6.2.51 : Opinion on self declarations

Response	Upto 0%	Upto25%	Upto50%	Upto75%	Upto100%
Score (%) 77	1.5	0	0.5	6.8	91.2
Score (%) 78	0.5	1	2	17.7	78.8

Employees of Visakhapatnam Steel Plant claim for reimbursement through self declarations for LTC, LLTC, LTE, TA etc. They also submit property declarations every year. Here the response was sought regarding the genuineness in self declarations.

91.2% of the respondents of the steel plant declared their annual property returns, exactly and 78.8% of the respondents declared their LTC, LLTC, LTE, TA etc. amounts correctly. Rest of the officers like for annual property returns, 8.8% officers and for declarations like LTC, LLTC, LTE, TA 21.2% officers have not fulfilled their obligation correctly.

Visakhapatnam Steel Plant ensures transparency in their personal declarations. Still some counseling is needed. All the declarations made by the officers of Steel Plant are genuine to a large extent.

Table 6.2.52 : Opinion on undue favours

Response	Option-a	Option-b	Option-c	Option-d	Option-e
Score (%)	4.4	3.9	2.2	9.4	80.1

Pressure may build up from any corner on the employee to reap benefit from the unethical activity. Here the respondent was asked whether he would succumb to the temptation of accepting favours owing to pressure from family or friends or colleagues or lured by the degraded values in the society.

80.1% of the officers of Steel Plant do not yield to any temptation from any corner and do not accept undue favours. But 9.4% respondents give in, owing to degraded values in the society, 2.2% respondents owing to friend's or relative's behavior, 3.9% respondents owing to peer pressure, and 4.4% of the respondents succumb to the temptation of accepting favours owing to family pressure.

Officers of Visakhapatnam Steel Plant are very much resilient to accept any undue favours and do injustice to the organization. Still some of the officers are to be educated.

Table 6.2.53 : Opinion on other sources of income

Response	Option-a	Option-b	Option-c	Option-d	Option-e
Score (%)	69.2	11.1	3	16.7	0

As per the Standing Orders of the organization, no employee should take up any activity of earning money while being on the rolls of the company. They should ensure their complete dedication towards the organisation.

From the response to the question pertaining to earning from other sources, 69.2% of the respondents do not want to earn money from other activities as it will disturb the attention towards the organisation. 16.7% of the respondents want to earn without sacrificing the commitment towards the parent company, 3% claimed that they are not getting the opportunity to have side income and 11% said that they cannot handle both. No one has opted to take up the job and use present contacts & position.

The officers of Visakhapatnam Steel Plant are loyal and sincere to their job and want to allocate all their attention towards the organization. Some officers here too need to be counseled to enhance their dedication.

Table 6.2.54 : Opinion on cheating the company

Response	Option-a	Option-b	Option-c	Option-d	Option-e
Score (%)	0.5	1.5	2.6	68.7	26.7

Here the respondent subjected to the ultimate test. A case was presented to the respondent, where an opportunity comes, when one can benefit by cheating the company and still it will never be known to anyone. The analysis is presented here.

68.7% of the respondents of the steel plant have opted not to go for it. 26.7% respondents further want to take action so that no one ever gets this type of opportunity. 2.6% respondents want to rope in others first and will go for it after them. 1.5% respondents want to go for it and advice others to do so. 0.5% respondents want to go ahead without any qualms.

Officers of Visakhapatnam Steel Plant follow high moral values and even on instigation, they do not resort to mistrust like cheating. Moreover some of the officers are even ready to plug the loopholes, whenever they are found.

6.3 ANALYSIS OF ETHICS FOR FUNCTIONAL DIVISIONS

Functional divisions for Visakhapatnam Steel Plant are the Directorate of Operations, Directorate of Personal, Directorate of Finance, Directorate of Projects and Directorate of Commerce. The response from the whole survey

was summarised and separated under each directorate. It is further subjected to ANOVA under the four categories of ethics. Results are tabulated and the detailed analysis is presented here. Critical value of F at 5% is 2.42

Table 6.3.1 : External Ethics according to Functional Divisions

		Operations	Projects	Commercial	Finance	Personnel
External Ethical Perception	Mean	4.1	4.24	4.41	4.31	4.37
	Std. Dev.	0.56	0.57	0.48	0.54	0.44
	No.s	116	21	21	21	21
	F statistic	2.554			Significant	
External Ethical Frequency	Mean	3.51	3.47	3.78	3.49	3.65
	Std. Dev.	0.39	0.45	0.43	0.38	0.37
	No.s	116	21	21	21	21
	F statistic	2.708			Significant	
External Ethical Comprehension	Mean	4.26	4.29	4.20	4.47	4.48
	Std. Dev.	0.48	0.88	0.49	0.51	0.49
	No.s	116	21	21	21	21
	F statistic	1.445			Insignificant	

The table depicts that for the ethics variable ‘external ethical perception’, the highest level of ethics of mean score 4.41 was shown by the Directorate of Commerce and a lowest mean score of 4.10 was shown by the Directorate of Operations. For the ethics variable ‘external ethical frequency’, the highest level of ethics of mean score 3.78 was shown by the Directorate of Commerce and a lowest mean score of 3.47 was by the Directorate of Projects. For the ethics variable ‘external ethical comprehension’, even though there is a visual difference, statistically it is insignificant.

The table portrays that for the ethics variable ‘external ethical perception’, the Directorate of Commerce is the most ethical directorate in VSP. The least

ethical is the Directorate of Operations. Again for the ethics variable ‘external ethical frequency’, the Directorate of Commerce is the most ethical directorate in VSP. Now the least ethical directorate is the Directorate of Projects.

For External Ethics, as a whole the Directorate of Commerce is the most ethical directorate in the steel plant as they look after legal and paper work more and as everything is recorded. The least ethical directorates are Operations and Projects as the employees of both the directorates are involved more in field jobs and work with other employees where some leeway has to be given.

Table 6.3.2 : Internal Ethics according to Functional Divisions

		Operations	Projects	Commercial	Finance	Personnel
Internal Ethical Perception	Mean	4.03	4.00	4.12	4.06	4.08
	Std. Dev.	0.54	0.48	0.62	0.62	0.45
	No.s	116	21	21	21	21
	F statistic	0.184				Insignificant
Internal Ethical Frequency	Mean	4.06	4.15	4.24	4.28	4.28
	Std. Dev.	0.42	0.57	0.37	0.37	0.31
	No.s	116	21	21	21	21
	F statistic	2.527				Significant
Internal Ethical Comprehension	Mean	4.27	4.17	4.27	4.28	4.34
	Std. Dev.	0.45	0.49	0.41	0.41	0.36
	No.s	116	21	21	21	21
	F statistic	0.41				Insignificant

The table indicates that for the ethics variables ‘internal ethical perception’ and ‘internal ethical comprehension’, even though there is a visual difference, statistically it is insignificant. For the ethics variable ‘internal ethical frequency’, the highest level of ethics of mean score 4.28 was shared equally by the Directorates of Finance and Personnel. The least mean score of 4.06 was by

the Directorate of Operations. The difference shown in the level of ethics is significant.

The table portrays that for Internal Ethics, the Directorates of Finance and Personnel are the most ethical directorates in VSP. The least ethical is again the Directorate of Operations.

For Internal Ethics, directorates of commerce, projects and operations need some counseling to improve their level of ethics. Especially field officers need to be trained extensively.

Table 6.3.3 : Societal Ethics according to Functional Divisions

		Operations	Projects	Commercial	Finance	Personnel
Societal Ethical Perception	Mean	4.34	4.27	4.47	4.51	4.47
	Std. Dev.	0.58	0.64	0.64	0.60	0.67
	No.s	116	21	21	21	21
	F statistic	0.776				Insignificant
Societal Ethical Frequency	Mean	4.22	4.00	4.25	4.25	4.33
	Std. Dev.	0.65	0.77	0.46	0.67	0.68
	No.s	116	21	21	21	21
	F statistic	0.766				Insignificant
Societal Ethical Comprehension	Mean	3.86	3.84	4.05	3.95	4.03
	Std. Dev.	0.65	0.55	0.48	0.43	0.53
	No.s	116	21	21	21	21
	F statistic	0.808				Insignificant

The table indicates that for the ethics variable ‘societal ethical perception’, the highest level of ethics of mean score 4.51 was shown by the Directorate of Finance and a least score of 4.27 by the Directorate of Projects. For the ethics

variable ‘societal ethical frequency’, the highest level of ethics of mean score 4.33 was shown by the Directorate of Personnel and a least score of 4.00 by again the Directorate of Projects. For the ethics variable ‘societal ethical comprehension’, the highest level of ethics of mean score 4.05 was shown by the Directorate of Commercial and a least score of 3.84 by again the Directorate of Projects.

The difference shown in the level of ethics for all the three variables, is insignificant. All the directorates of Visakhapatnam Steel Plant have performed at more or less at the same level.

There is no significant difference in the level of ethics among the employees. But the difference is always desirable. There should be a competitive atmosphere among employees so that the best performance can be rewarded and a lesser performer can be trained further.

Table 6.3.4 : Self Ethics according to Functional Divisions

		Operations	Projects	Commercial	Finance	Personnel
Self Ethical Perception	Mean	3.92	4.02	4.08	4.15	4.10
	Std. Dev.	0.55	0.59	0.54	0.54	0.59
	No.s	116	21	21	21	21
	F statistic	1.251				Insignificant
Self Ethical Frequency	Mean	4.21	4.19	4.22	4.30	4.32
	Std. Dev.	0.32	0.31	0.29	0.37	0.32
	No.s	116	21	21	21	21
	F statistic	0.857				Insignificant
Self Ethical Comprehension	Mean	4.21	4.33	4.18	4.31	4.30
	Std. Dev.	0.42	0.50	0.35	0.37	0.37
	No.s	116	21	21	21	21
	F statistic	0.776				Insignificant

The table states that for the ethics variable ‘self ethical perception’, the highest level of ethics of mean score 4.15 was shown by the Directorate of Finance and a least score of 3.92 by the Directorate of Operations. For the ethics variable ‘self ethical frequency’, the highest level of ethics of mean score 4.32 was shown by the Directorate of Personnel and a least score of 4.19 by the Directorate of Projects. For the ethics variable ‘self ethical comprehension’, the highest level of ethics of mean score 4.33 was shown by the Directorate of Projects and a least score of 4.18 by the Directorate of Commercial.

The difference shown in the level of ethics for all the three variables, is insignificant. All the directorates of Visakhapatnam Steel Plant have performed at more or less at the same level.

There is no significant difference in the level of ethics among the employees. But the difference is always desirable. There should be a competitive atmosphere among employees so that the best performance can be rewarded and a lesser performer can be trained further.

6.4 ANALYSIS OF ETHICS FOR THE LEVEL OF MANAGEMENT

The levels of management taken here are junior management level (upto Assistant Manager), middle management level (from Deputy Manager to Senior Manager) and senior management level (above Assistant General Manager). The response from the whole survey was summerised and separated under each level of management. It is further subjected to ANOVA under the

four categories of ethics. Results are tabulated and the detailed analysis is presented here. Critical value of F at 5% is 3.04

Table 6.4.1 : External Ethics for different Levels of Management

		Jr. Level	Md. Level	Sr. Level
External Ethical Perception	Mean	4.09	4.23	4.24
	Std. Dev.	0.54	0.62	0.51
	No.s	44	64	92
	F statistic	1.1987		Insignificant
External Ethical Frequency	Mean	3.41	3.58	3.58
	Std. Dev.	0.39	0.43	0.40
	No.s	44	64	92
	F statistic	2.982		Insignificant
External Ethical Comprehension	Mean	4.10	4.32	4.40
	Std. Dev.	0.65	0.48	0.50
	No.s	44	64	92
	F statistic	4.782		Significant

The table depicts that for the ethics variable ‘external ethical comprehension’, the highest level of ethics of mean score 4.40 was shown by the senior level management, followed by a mean score of 4.32 by the middle level management and a mean score of 4.10 by the junior level of management. The difference shown in the level of ethics is significant. For the ethics variable ‘external ethical perception’ and ‘external ethical frequency’, significant differences in the level of ethics do not exist.

The table portrays that for External Ethics, officers of senior level management are the most ethical employees in VSP. The least ethical are the junior level management persons.

It is evident that senior level officers having so much experience and gaining knowledge and understanding continuously have shown higher level of ethics. Whereas junior level officers, being fresh and inexperienced, lack awareness about ethics.

Table 6.4.2 : Internal Ethics for different Levels of Management

		Jr. Level	Md. Level	Sr. Level
Internal Ethical Perception	Mean	3.95	4.12	4.04
	Std. Dev.	0.59	0.52	0.53
	No.s	44	64	92
	F statistic	1.3		Insignificant
Internal Ethical Frequency	Mean	4.04	4.15	4.29
	Std. Dev.	0.49	0.40	0.37
	No.s	44	64	92
	F statistic	6.033		Significant
Internal Ethical Comprehension	Mean	4.13	4.29	4.33
	Std. Dev.	0.47	0.46	0.39
	No.s	44	64	92
	F statistic	3.269		Significant

The table illustrates that for the ethics variable ‘internal ethical frequency’, the highest level of ethics of mean score 4.29 was shown by the senior level management, followed by a least score of 4.04 by the junior level of management. For the ethics variable ‘internal ethical comprehension’, the highest level of ethics of mean score 4.33 was shown by the senior level management, followed by a least score of 4.13 by the junior level of management. The differences shown above are significant. For the ethics variable ‘internal ethical perception’, significant differences in the level of ethics do not exist.

Here again the table portrays that for Internal Ethics, officers of senior level management are the most ethical employees in VSP. The least ethical are the junior level management persons.

It is again confirmed that senior level officers having so much experience and gaining knowledge and understanding continuously have shown higher level of ethics. Whereas junior level officers, being fresh and inexperienced, lack awareness about ethics.

Table 6.4.3 : Societal Ethics for different Levels of Management

		Jr. Level	Md. Level	Sr. Level
Societal Ethical Perception	Mean	4.09	4.43	4.49
	Std. Dev.	0.64	0.59	0.55
	No.s	44	64	92
	F statistic	7.303		Significant
Societal Ethical Frequency	Mean	4.13	4.28	4.22
	Std. Dev.	0.71	0.65	0.62
	No.s	44	64	92
	F statistic	0.694		Insignificant
Societal Ethical Comprehension	Mean	3.86	3.79	4.00
	Std. Dev.	0.63	0.58	0.58
	No.s	44	64	92
	F statistic	2.522		Insignificant

The table makes out that for the ethics variable ‘societal ethical perception’, the highest level of ethics of mean score 4.49 was shown by the senior level management, followed by a least score of 4.09 by the junior level of management. The difference shown in the level of ethics is significant. For the ethics variables ‘societal ethical frequency’ and ‘societal ethical comprehension’, significant differences in the level of ethics do not exist.

Here again the table portrays that for Societal Ethics, officers of senior level management are the most ethical employees in VSP. The least ethical are the junior level management persons.

It is again confirmed that senior level officers having so much experience and gaining knowledge and understanding continuously have shown higher level of ethics. Whereas junior level officers, being fresh and inexperienced, lack awareness about ethics.

Table 6.4.4 : Self Ethics for different Levels of Management

		Jr. Level	Md. Level	Sr. Level
Self Ethical Perception	Mean	3.85	3.99	4.05
	Std. Dev.	0.58	0.56	0.55
	No.s	44	64	92
	F statistic	1.9007 Insignificant		
Self Ethical Frequency	Mean	4.17	4.21	4.28
	Std. Dev.	0.33	0.29	0.33
	No.s	44	60	92
	F statistic	2.037 Insignificant		
Self Ethical Comprehension	Mean	4.21	4.19	4.28
	Std. Dev.	0.40	0.45	0.40
	No.s	44	60	92
	F statistic	0.988 Insignificant		

The table makes out that for the ethics variable ‘self ethical perception’, the highest level of ethics of mean score 4.05 was shown by the senior level management, followed by a least score of 3.85 by the junior level of management. For the ethics variable ‘self ethical frequency’, the highest level of ethics of mean score 4.28 was shown by the senior level management, followed by a least 4.17 by the junior level of management. For the ethics variable ‘self ethical comprehension’, the highest level of ethics of mean score

4.28 was shown by the senior level management, followed by a least score of 4.19 by the middle level of management.

The difference shown in the level of ethics for all the three variables, is insignificant. All the employees at various management levels of Visakhapatnam Steel Plant have performed at more or less at the same level.

There is no significant difference in the level of ethics among the employees. But the difference is always desirable. There should be a competitive atmosphere among employees so that the best performance can be rewarded and a lesser performer can be trained further.

6.5 ANALYSIS OF ETHICS FOR THE 'AGE'

Here the response from the whole survey was summarised and separated under each age group. Four age groups are used here. It is further subjected to ANOVA under the four categories of ethics. Results are tabulated and the detailed analysis is presented here. Critical value of F at 5% is 2.65

Table 6.5.1 : External Ethics measured for different Age Groups

		Up to 30	30 - 40	40 - 50	Above 50
External Ethical Perception	Mean	4.12	4.15	4.19	4.35
	Std. Dev.	0.54	0.62	0.56	0.41
	No.s	53	52	75	20
	F statistic	0.877 Insignificant			
External Ethical Frequency	Mean	3.52	3.56	3.58	3.68
	Std. Dev.	0.40	0.35	0.40	0.58
	No.s	53	52	75	20
	F statistic	0.771 Insignificant			

External Ethical Comprehension	Mean	4.18	4.38	4.35	4.20
	Std. Dev.	0.63	0.44	0.56	0.50
	No.s	53	52	75	20
	F statistic	1.657		Insignificant	

The table illustrates that for the ethics variable ‘external ethical perception’, the highest level of ethics of mean score 4.35 was shown by the ‘above 50’ years age group and a minimum score of 4.12 by the ‘up to 30’ years age group. For the ethics variable ‘external ethical frequency’, the highest level of ethics of mean score 3.68 was shown by the ‘above 50’ years age group and a minimum score of 3.52 by the ‘up to 30’ years age group. For the ethics variable ‘external ethical comprehension’, the highest level of ethics of mean score 4.38 was shown by the ‘30 to 40’ years age group and a minimum score of 4.18 by the ‘up to 30’ years age group.

The difference shown in the level of ethics for all the three variables, is insignificant. All the employees of different age groups of Visakhapatnam Steel Plant have performed at more or less at the same level.

There is no significant difference in the level of ethics among the employees. But the difference is always desirable. There should be a competitive atmosphere among employees so that the best performance can be rewarded and a lesser performer can be trained further.

Table 6.5.2 : Internal Ethics measured for different Age Groups

		Up to 30	30 - 40	40 - 50	Above 50
Internal Ethical Perception	Mean	3.90	4.04	4.08	4.05
	Std. Dev.	0.59	0.50	0.57	0.49
	No.s	53	52	75	20

	F statistic	1.178		Insignificant	
Internal Ethical Frequency	Mean	4.06	4.24	4.24	4.20
	Std. Dev.	0.49	0.39	0.41	0.39
	No.s	53	52	75	20
	F statistic	2.232		Insignificant	
Internal Ethical Comprehension	Mean	4.11	4.29	4.29	4.55
	Std. Dev.	0.48	0.43	0.38	0.33
	No.s	53	52	75	20
	F statistic	5.689		Significant	

The table illustrates that for the ethics variable ‘internal ethical comprehension’, the highest level of ethics of mean score 4.55 was shown by the ‘above – 50’ years age group, followed by a least score of 4.11 by the ‘up to 30’ years age group. The difference shown in the level of ethics is significant. For the ethics variables ‘societal ethical frequency’ and ‘societal ethical comprehension’, significant differences in the level of ethics do not exist.

Here the table portrays that for Internal Ethics, officers of ‘above – 50’ years age group are the most ethical employees in VSP. The least ethical are the ‘up to 30’ years age group officers.

It is again confirmed that senior level officers having so much experience and gaining knowledge and understanding continuously have shown higher level of ethics. Whereas junior level officers, being fresh and inexperienced, lack awareness about ethics.

Table 6.5.3 : Societal Ethics measured for different Age Groups

		Up to 30	30 - 40	40 - 50	Above 50
Societal Ethical	Mean	4.16	4.48	4.42	4.23
	Std. Dev.	0.64	0.58	0.58	0.68

Perception	No.s	53	52	75	20
	F statistic	3.121		Significant	
Societal Ethical Frequency	Mean	4.20	4.24	4.20	4.35
	Std. Dev.	0.64	0.66	0.67	0.57
	No.s	53	52	75	20
	F statistic	0.318		Insignificant	
Societal Ethical Comprehension	Mean	3.62	3.96	3.94	3.94
	Std. Dev.	0.71	0.57	0.55	0.43
	No.s	53	52	75	20
	F statistic	3.977		Significant	

The table depicts that for the ethics variable ‘societal ethical perception’, the highest level of ethics of mean score 4.48 was shown by the ‘30 to 40’ years age group, followed by a least score of 4.16 by the ‘up to 30’ years age group. For the ethics variable ‘societal ethical comprehension’, the highest level of ethics of mean score 3.96 was showed by the ‘30 to 40’ years age group, followed by a least score of 3.62 by the ‘up to 30’ years age group. But the difference shown in the level of ethics is insignificant. For the ethics variables ‘societal ethical frequency’, significant differences in the level of ethics do not exist.

Here the table portrays that for Societal Ethics, officers of ‘30 to 40’ years age group are the most ethical employees in VSP. The least ethical are the ‘up to 30’ years age group officers.

As explained earlier, junior level officers, being fresh and inexperienced, lacked awareness about ethics. But as they migrated to ‘30-40’ age group, for some particular cases like this, they instantaneously reached the peak. But they cannot sustain there and subsequently they fall down. Counseling sessions are to be held to reduce the intensity of this fall.

Table 6.5.4 : Self Ethics measured for different Age Groups

		Up to 30	30 - 40	40 - 50	Above 50
Self Ethical Perception	Mean	3.86	4.02	4.01	4.00
	Std. Dev.	0.52	0.59	0.54	0.66
	No.s	53	52	75	20
	F statistic	0.963		Insignificant	
Self Ethical Frequency	Mean	4.13	4.31	4.22	4.27
	Std. Dev.	0.29	0.29	0.32	0.30
	No.s	53	52	75	20
	F statistic	3.26		Significant	
Self Ethical Comprehension	Mean	4.26	4.30	4.16	4.31
	Std. Dev.	0.41	0.38	0.44	0.43
	No.s	53	52	75	20
	F statistic	1.511		Insignificant	

The table states that for the ethics variable ‘self ethical frequency’, the highest level of ethics of mean score 4.31 was shown by the ‘30 to 40’ years age group, followed by a least score of 4.13 by the ‘up to 30’ years age group. The difference shown in the level of ethics is significant. For the ethics variables ‘societal ethical frequency’ and ‘societal ethical comprehension’, significant differences in the level of ethics do not exist.

Here the table portrays that for Societal Ethics, officers of ‘30 to 40’ years age group are the most ethical employees in VSP. The least ethical are the ‘up to 30’ years age group officers.

As explained earlier, junior level officers, being fresh and inexperienced, lacked awareness about ethics. But as they migrated to ‘30-40’ age group, for some particular cases like this, they instantaneously reached the peak. But they

cannot sustain there and subsequently they fall down. Counseling sessions are to be held to reduce the intensity of this fall.

6.6 ANALYSIS OF ETHICS FOR THE SERVICE

Here the service is divided in to three types. The response from the whole survey was summerised and separated under service group. It is further subjected to ANOVA under the four categories of ethics. Results are tabulated and the detailed analysis is presented here. Critical value of F at 5% is 3.04

Table 6.6.1 : External Ethics in relation to the Years of Service

		Below 10	10 to 20	Above 20
External Ethical Perception	Mean	4.14	4.11	4.26
	Std. Dev.	0.57	0.63	0.50
	No.s	57	57	86
	F statistic	1.468		Insignificant
External Ethical Frequency	Mean	3.44	3.60	3.63
	Std. Dev.	0.45	0.31	0.44
	No.s	57	57	86
	F statistic	3.926		Significant
External Ethical Comprehension	Mean	4.21	4.35	4.35
	Std. Dev.	0.61	0.47	0.55
	No.s	57	57	86
	F statistic	1.371		Insignificant

The table emphasizes that for the ethics variable ‘external ethical frequency’, the highest level of ethics of mean score 3.63 was shown by the above - 20 years of experience group, followed by a least score of 3.44 by the below - 10 years of experience group. The difference shown in the level of ethics is significant. For the ethics variables ‘external ethical perception’ and ‘external

ethical comprehension’, significant differences in the level of ethics do not exist.

Here the table portrays that for External Ethics, officers of ‘above – 20’ years service group are the most ethical employees in VSP. The least ethical are the ‘below 10’ years service group officers.

It is again confirmed that senior level officers having so much experience and gaining knowledge and understanding continuously have shown higher level of ethics. Whereas junior level officers, being fresh and inexperienced, lack awareness about ethics.

Table 6.6.2 : Internal Ethics in relation to the Years of Service

		Below 10	10 to 20	Above 20
Internal Ethical Perception	Mean	4.02	3.99	4.07
	Std. Dev.	0.54	0.53	0.57
	No.s	57	57	86
	F statistic	0.384		Insignificant
Internal Ethical Frequency	Mean	4.07	4.24	4.25
	Std. Dev.	0.52	0.33	0.41
	No.s	57	57	86
	F statistic	3.51		Significant
Internal Ethical Comprehension	Mean	4.11	4.26	4.39
	Std. Dev.	0.54	0.43	0.30
	No.s	57	57	86
	F statistic	7.75		Significant

The table makes out that for the ethics variable ‘internal ethical frequency’, the highest level of ethics of mean score 4.25 was shown by the above - 20 years of experience group, followed by a least score of 4.07 by the below - 10 years of

experience group. For the ethics variable ‘internal ethical comprehension’, the highest level of ethics of mean score 4.39 was shown by the above - 20 years of experience group, followed by a least score of 4.11 by the below - 10 years of experience group. The difference shown in the level of ethics is significant. For the ethics variable ‘external ethical perception’ significant differences in the level of ethics do not exist.

Here the table portrays that for Internal Ethics, officers of ‘above – 20’ years service group are the most ethical employees in VSP. The least ethical are the ‘below 10’ years service group officers.

It is again confirmed that senior level officers having so much experience and gaining knowledge and understanding continuously have shown higher level of ethics. Whereas junior level officers, being fresh and inexperienced, lack awareness about ethics.

Table 6.6.3 : Societal Ethics in relation to the Years of Service

		Below 10	10 to 20	Above 20
Societal Ethical Perception	Mean	4.22	4.37	4.44
	Std. Dev.	0.65	0.66	0.54
	No.s	57	57	86
	F statistic	2.261		Insignificant
Societal Ethical Frequency	Mean	4.02	4.36	4.10
	Std. Dev.	0.74	0.50	0.69
	No.s	57	57	86
	F statistic	4.271		Significant
Societal Ethical Comprehension	Mean	3.78	3.88	3.96
	Std. Dev.	0.62	0.65	0.51
	No.s	57	57	86
	F statistic	1.63		Insignificant

The table depicts that for the ethics variable ‘societal ethical frequency’, the highest level of ethics of mean score 4.36 was shown by the 10 to 20 years of experience group, followed by a least score of 4.02 by the below - 10 years of experience group. The difference shown in the level of ethics is significant. For the ethics variable ‘external ethical perception’ significant differences in the level of ethics do not exist.

Here the table portrays that for Societal Ethics, officers of ‘10 – 20’ years service group are the most ethical employees in VSP. The least ethical are the ‘below 10’ years service group officers.

As explained earlier, junior level officers, being fresh and inexperienced, lacked awareness about ethics. But as they migrated to the next group, for some particular cases like this, they instantaneously reached the peak. But they cannot sustain there and subsequently they fall down. Counseling sessions are to be held to reduce the intensity of this fall.

Table 6.6.4 : Self Ethics in relation to the Years of Service

		Below 10	10 to 20	Above 20
Self Ethical Perception	Mean	3.89	3.96	4.04
	Std. Dev.	0.60	0.53	0.58
	No.s	57	57	86
	F statistic	1.203		Insignificant
Self Ethical Frequency	Mean	4.17	4.25	4.25
	Std. Dev.	0.30	0.29	0.32
	No.s	57	57	86
	F statistic	1.393		Insignificant
Self Ethical Comprehension	Mean	4.29	4.27	4.19
	Std. Dev.	0.39	0.36	0.46
	No.s	57	57	86
	F statistic	1.192		Insignificant

The table illustrates that for the ethics variable 'self ethical perception', the highest level of ethics of mean score 4.04 was shown by the above - 20 years of experience group, followed by a least score of 3.89 by the below - 10 years of experience group. For the ethics variable 'self ethical frequency', the highest level of ethics of mean score 4.25 was shared by the above - 20 years of experience group and the 10 to 20 years of experience group and a least score of 4.17 by the below - 10 years of experience group. For the ethics variable 'self ethical comprehension', the highest level of ethics of mean score 4.29 was shown by the below 10 years of experience group, followed by a least score of 4.19 by the above 20 years of experience group.

The difference shown in the level of ethics for all the three variables, is insignificant. All the employees at various management levels of Visakhapatnam Steel Plant have performed at more or less at the same level.

There is no significant difference in the level of ethics among the employees. But the difference is always desirable. There should be a competitive atmosphere among employees so that the best performance can be rewarded and a lesser performer can be trained further.

6.7 ANALYSIS OF ETHICS FOR THE GENDER

The response from the whole survey was summerised and separated under each gender group, male and female. It is further subjected to ANOVA under the four categories of ethics. Results are tabulated and the detailed analysis is presented here. Critical value of F at 5% is 3.89

Table 6.7.1 : External Ethics for different Genders

		Female	Male
External Ethical Perception	Mean	4.39	4.12
	Std. Dev.	0.49	0.55
	No.s	21	179
	F statistic	4.6258	Significant
External Ethical Frequency	Mean	3.58	3.56
	Std. Dev.	0.51	0.39
	No.s	21	179
	F statistic	0.0461	Insignificant
External Ethical Comprehension	Mean	4.33	4.3
	Std. Dev.	0.49	0.55
	No.s	21	179
	F statistic	0.0571	Insignificant

The table explains that for the ethics variable ‘external ethical perception’, the highest level of ethics of mean score 4.39 was shown by the female employees, followed by a mean score of 4.12 by their male counterparts. The difference shown in the level of ethics is significant. For the ethics variables ‘external ethical frequency’ and ‘external ethical comprehension’ significant differences in the level of ethics do not exist.

Here the table portrays that for External Ethics, female officers are the most ethical employees in VSP. Male officers have shown a comparatively lesser ethics than their female counter parts.

Generally it is expected that female gender stick to high moral values. Here female officers have shown their supremacy in self ethics as they exercise more general discipline than male gender.

Table 6.7.2 : Internal Ethics for different Genders

		Female	Male
Internal Ethical Perception	Mean	3.98	4.05
	Std. Dev.	0.63	0.53
	No.s	21	179
	F statistic	0.3147	Insignificant
Internal Ethical Frequency	Mean	4.35	4.16
	Std. Dev.	0.36	0.42
	No.s	21	179
	F statistic	3.9523	Significant
Internal Ethical Comprehension	Mean	4.36	4.26
	Std. Dev.	0.23	0.45
	No.s	21	179
	F statistic	1.003	Insignificant

The table delivers that for the ethics variable ‘internal ethical frequency’, the highest level of ethics of mean score 4.35 was shown by the female employees, followed by a mean score of 4.16 by their male counterparts. The difference shown in the level of ethics is significant. For the ethics variables ‘internal ethical perception’ and ‘internal ethical comprehension’ significant differences in the level of ethics do not exist.

Here the table portrays that for Internal Ethics, female officers are the most ethical employees in VSP. Male officers have shown a comparatively lesser ethics than their female counter parts.

Generally it is expected that female gender stick to high moral values. Here female officers have shown their supremacy in self ethics as they exercise more general discipline than male gender.

Table 6.7.3 : Societal Ethics for different Genders

		Female	Male
Societal Ethical Perception	Mean	4.45	4.16
	Std. Dev.	0.72	0.59
	No.s	21	179
	F statistic	4.327	Significant
Societal Ethical Frequency	Mean	4.35	4.21
	Std. Dev.	0.48	0.66
	No.s	21	179
	F statistic	2.3965	Insignificant
Societal Ethical Comprehension	Mean	3.95	3.9
	Std. Dev.	0.5	0.6
	No.s	21	179
	F statistic	0.1347	Insignificant

The table points out that for the ethics variable ‘societal ethical perception’, the highest level of ethics of mean score 4.45 was shown by the female employees, followed by a mean score of 4.16 by their male counterparts. The difference shown in the level of ethics is significant. For the ethics variables ‘external ethical frequency’ and ‘external ethical comprehension’ significant differences in the level of ethics do not exist.

Here the table portrays that for Societal Ethics, female officers are the most ethical employees in VSP. Male officers have shown a comparatively lesser ethics than their female counter parts.

Generally it is expected that female gender stick to high moral values. Here female officers have shown their supremacy in self ethics as they exercise more general discipline than male gender.

Table 6.7.4 : Self Ethics for different Genders

		Female	Male
Self Ethical Perception	Mean	3.84	4.1
	Std. Dev.	0.6	0.55
	No.s	21	179
	F statistic	4.121	Significant
Self Ethical Frequency	Mean	4.16	4.31
	Std. Dev.	0.32	0.32
	No.s	21	179
	F statistic	4.1298	Significant
Self Ethical Comprehension	Mean	4.3	4.23
	Std. Dev.	0.33	0.42
	No.s	21	179
	F statistic	0.5431	Insignificant

The table figures that for the ethics variable ‘self ethical perception’, the highest level of ethics of mean score 4.10 was shown by the male employees, followed by a mean score of 3.84 by their female counterparts. For the ethics variable ‘self ethical frequency’, the highest level of ethics of mean score 4.31 was shown by the male employees, followed by a mean score of 4.16 by their female counterparts. The difference shown in the level of ethics is significant. For the ethics variable ‘external ethical comprehension’ significant difference in the level of ethics do not exist.

Here the table portrays that for Self Ethics, male officers are the most ethical employees in VSP. Female officers have shown a comparatively lesser ethics than their male counter parts.

Here male officers have demonstrated their individuality. They shown their supremacy in self ethics as they may have exercising more self discipline than female gender.

6.8 ANALYSIS OF ETHICS FOR THE MODE OF ENTRY

The response from the whole survey was summarised and separated under each category, directly recruited and promoted, as per the mode of entry. Directly recruited are the outside individuals having professional qualifications and recruited through competitive procedure. Promoted officers are existing employees of the steel plant having lesser qualification and taken through internal recruitment. The data is further subjected to ANOVA under the four categories of ethics. Results are tabulated and the detailed analysis is presented here. Critical value of F at 5% is 3.89

Table 6.8.1 : External Ethics as per Mode of Entry

		Direct	Promoted
External Ethical Perception	Mean	4.22	4.11
	Std. Dev.	0.53	0.62
	No.s	155	45
	F statistic	5.0608	Significant
External Ethical Frequency	Mean	3.54	3.57
	Std. Dev.	0.4	0.44
	No.s	155	45
	F statistic	0.1874	Insignificant
External Ethical Comprehension	Mean	4.34	4.19
	Std. Dev.	0.53	0.56
	No.s	155	45
	F statistic	2.723	Insignificant

The table figures that for the ethics variable ‘external ethical perception’, the highest level of ethics of mean score 4.22 was shown by the directly recruited

officers, followed by a mean score of 4.11 by the promoted officers from down below. The difference shown in the level of ethics is significant. For the ethics variables ‘external ethical frequency’ and ‘external ethical comprehension’ significant differences in the level of ethics do not exist.

From the table it is evident that for External Ethics, direct recruited officers are the most ethical employees in VSP. Promoted officers have shown a comparatively lower level of ethics.

Direct recruited officers, because of their formal education, age and career prospects, are expected to exhibit higher level of duty mindedness and thus a high level of ethics.

Table 6.8.2 : Internal Ethics as per Mode of Entry

		Direct	Promoted
Internal Ethical Perception	Mean	4.05	4.06
	Std. Dev.	0.52	0.59
	No.s	155	45
	F statistic	0.0121	Insignificant
Internal Ethical Frequency	Mean	4.21	4.13
	Std. Dev.	0.43	0.37
	No.s	155	45
	F statistic	1.281	Insignificant
Internal Ethical Comprehension	Mean	4.25	4.33
	Std. Dev.	0.44	0.39
	No.s	155	45
	F statistic	1.2106	Insignificant

The table figures that for the ethics variable ‘internal ethical perception’, the highest level of ethics of mean score 4.06 was shown by the promoted officers,

followed by a mean score of 4.05 by the directly recruited officers from down below. For the ethics variable ‘internal ethical frequency’, the highest level of ethics of mean score 4.21 was shown by the directly recruited officers, followed by a mean score of 4.13 by the promoted officers from down below.

For the ethics variable ‘internal ethical comprehension’, the highest level of ethics of mean score 4.33 was shown by the promoted officers, followed by a mean score of 4.25 by the directly recruited officers from down below.

The difference shown in the level of ethics for all the three variables, is insignificant. All the employees of Visakhapatnam Steel Plant, irrespective of their level of entry, have performed at more or less at the same level.

There is no significant difference in the level of ethics among the employees. But the difference is always desirable. There should be a competitive atmosphere among employees so that the best performance can be rewarded and a lesser performer can be trained further.

Table 6.8.3 : Societal Ethics as per Mode of Entry

		Direct	Promoted
Societal Ethical Perception	Mean	4.41	4.21
	Std. Dev.	0.59	0.62
	No.s	155	45
	F statistic	3.9167	Significant
Societal Ethical Frequency	Mean	4.2	4.32
	Std. Dev.	0.66	0.61
	No.s	155	45
	F statistic	1.1915	Insignificant
Societal Ethical	Mean	3.92	3.86
	Std. Dev.	0.61	0.53

Comprehension	No.s	155	45
	F statistic	0.3568	Insignificant

The table figures that for the ethics variable ‘societal ethical perception’, the highest level of ethics of mean score 4.41 was shown by the directly recruited officers, followed by a mean score of 4.21 by the promoted officers from down below. The difference shown in the level of ethics is significant. For the ethics variables ‘external ethical frequency’ and ‘external ethical comprehension’ significant differences in the level of ethics do not exist.

Here too, the table portrays that for Societal Ethics, direct recruited officers are the most ethical employees in VSP. Promoted officers have shown a comparatively lower level of ethics.

Direct recruited officers, as explained earlier, because of their formal education, age and career prospects, are expected to exhibit higher level of duty mindedness and thus a high level of ethics.

Table 6.8.4 : Self Ethics as per Mode of Entry

		Direct	Promoted
Self Ethical Perception	Mean	4.01	3.95
	Std. Dev.	0.54	0.6
	No.s	155	45
	F statistic	0.4092	Insignificant
Self Ethical Frequency	Mean	4.24	4.21
	Std. Dev.	0.32	0.33
	No.s	155	45
	F statistic	0.3023	Insignificant
Self Ethical Comprehension	Mean	4.27	4.13
	Std. Dev.	0.39	0.47
	No.s	155	45

	F statistic	4.0836	Significant
--	-------------	--------	-------------

The table figures that for the ethics variable ‘self ethical comprehension’, the highest level of ethics of mean score 4.27 was shown by the directly recruited officers, followed by a mean score of 4.13 by the promoted officers from down below. The difference shown in the level of ethics is significant. For the ethics variables ‘external ethical frequency’ and ‘external ethical comprehension’ significant differences in the level of ethics do not exist.

Here too, the table portrays that for Self Ethics, direct recruited officers are the most ethical employees in VSP. Promoted officers have shown a comparatively lower level of ethics.

Direct recruited officers, as explained earlier, because of their formal education, age and career prospects, are expected to exhibit higher level of duty mindedness and thus a high level of ethics.

6.9 ANALYSIS OF ETHICS FOR TECHNICAL BACKGROUND

Steel plant is basically a manufacturing organization. It has engineers and non-engineers. Non-engineering officers are from various backgrounds like finance, personal, materials management. The response from the whole survey was summerised and separated under each category. It is further subjected to ANOVA under the four categories of ethics. Results are tabulated and the detailed analysis is presented here. Critical value of F at 5% is 3.89

Table 6.9.1 : External Ethics as per Technical Background

		Engineer	Non Engineer
--	--	----------	--------------

External Ethical Perception	Mean	4.14	4.42
	Std. Dev.	0.57	0.39
	No.s	156	44
	F statistic	9.364	Significant
External Ethical Frequency	Mean	3.56	3.63
	Std. Dev.	0.41	0.4
	No.s	156	44
	F statistic	1.01	Insignificant
External Ethical Comprehension	Mean	4.32	4.28
	Std. Dev.	0.5	0.66
	No.s	156	44
	F statistic	0.19	Insignificant

For the ethics variable ‘external ethical perception’, the highest level of ethics of mean score 4.42 was shown by non engineers, followed by a mean score of 4.14 by the engineers. The difference shown in the level of ethics is significant. For the ethics variables ‘external ethical frequency’ and ‘external ethical comprehension’ significant differences in the level of ethics do not exist.

Here the table portrays that for External Ethics, non-engineering officers are the most ethical employees in VSP. Officers from engineering background have shown a comparatively lower level of ethics.

For External Ethics, non-engineering officers are the most ethical officers in the steel plant as they look after paper and legal work more. Engineers are practical and are involved more in field jobs.

Table 6.9.2 : Internal Ethics as per Technical Background

		Engineer	Non Engineer
Internal Ethical	Mean	4.01	4.19
	Std. Dev.	0.56	0.4

Perception	No.s	156	44
	F statistic	3.968	Significant
Internal Ethical Frequency	Mean	4.21	4.17
	Std. Dev.	0.4	0.46
	No.s	156	44
	F statistic	0.321	Insignificant
Internal Ethical Comprehension	Mean	4.28	4.27
	Std. Dev.	0.43	0.43
	No.s	156	44
	F statistic	0.019	Insignificant

For the ethics variable ‘internal ethical perception’, the highest level of ethics of mean score 4.19 was shown by non engineers, followed by a mean score of 4.01 by the engineers. The difference shown in the level of ethics is significant. For the ethics variables ‘internal ethical frequency’ and ‘internal ethical comprehension’ significant differences in the level of ethics do not exist.

Here the table portrays that for Internal Ethics, non-engineering officers are the most ethical employees in VSP. Officers from engineering background, have shown a comparatively lower level of ethics.

For Internal Ethics, non-engineering officers are the most ethical officers in the steel plant as they look after paper and legal work more. Engineers are practical and are involved more in field jobs.

Table 6.9.3 : Societal Ethics as per Technical Background

		Engineer	Non Engineer
Societal Ethical Perception	Mean	4.37	4.48
	Std. Dev.	0.58	0.64
	No.s	156	44
	F statistic	1.179	Insignificant

Societal Ethical Frequency	Mean	4.2	4.33
	Std. Dev.	0.66	0.61
	No.s	156	44
	F statistic	1.375	Insignificant
Societal Ethical Comprehension	Mean	3.9	3.93
	Std. Dev.	0.6	0.59
	No.s	156	44
	F statistic	0.087	Insignificant

For the ethics variable ‘societal ethical perception’, the highest level of ethics of mean score 4.48 was shown by non engineers, followed by a mean score of 4.37 by the engineers. For the ethics variable ‘societal ethical frequency’, the highest level of ethics of mean score 4.33 was shown by non engineers, followed by a mean score of 4.20 by the engineers. For the ethics variable ‘societal ethical comprehension’, the highest level of ethics of mean score 3.93 was shown by non engineers, followed by a mean score of 3.90 by the engineers.

The difference shown in the level of ethics for all the three variables, is insignificant. All the employees of Visakhapatnam Steel Plant, irrespective of their educational backgrounds, have performed at more or less at the same level.

There is no significant difference in the level of ethics among the employees. But the difference is always desirable. There should be a competitive atmosphere among employees so that the best performance can be rewarded and a lesser performer can be trained further.

Table 6.9.4 : Self Ethics as per Technical Background

		Engineer	Non Engineer
Self Ethical Perception	Mean	3.98	4.05
	Std. Dev.	0.57	0.5
	No.s	156	44
	F statistic	0.544	Insignificant
Self Ethical Frequency	Mean	4.23	4.25
	Std. Dev.	0.29	0.4
	No.s	156	44
	F statistic	0.141	Insignificant
Self Ethical Comprehension	Mean	4.25	4.22
	Std. Dev.	0.42	0.34
	No.s	156	44
	F statistic	0.188	Insignificant

For the ethics variable ‘self ethical perception’, the highest level of ethics of mean score 4.05 was shown by non engineers, followed by a mean score of 3.98 by the engineers. For the ethics variable ‘self ethical frequency’, the highest level of ethics of mean score 4.25 was shown by non engineers, followed by a mean score of 4.23 by the engineers. For the ethics variable ‘self ethical comprehension’, the highest level of ethics of mean score 4.25 was shown by engineers, followed by a mean score of 4.22 by the non engineers. But the difference shown in the level of ethics is insignificant.

The difference shown in the level of ethics for all the three variables, is insignificant. All the employees of Visakhapatnam Steel Plant, irrespective of their educational backgrounds, have performed at more or less at the same level.

There is no significant difference in the level of ethics among the employees. But the difference is always desirable. There should be a competitive

atmosphere among employees so that the best performance can be rewarded and a lesser performer can be trained further.

6.10 TOTAL ETHICS IN DIFFERENT PROFILES OF RESPONDENTS

Here ‘Total Ethics’ is the sum total all the ethics being studied irrespective of the category or mode of ethics. Against each functional division the level of ethics exhibited is calculated from the data and the detailed analysis is presented here.

Table 6.10.1: Total Ethics for the Functional Directorates

Category	No. of respondents	Percentage	Total Ethics
Directorate of Operations	116	58	4.08
Directorate of Projects	21	10.5	4.09
Directorate of Commerce	21	10.5	4.18
Directorate of Finance	21	10.5	4.18
Directorate of Personnel	21	10.5	4.21
Total	200	100	4.11

When categorized under different Directorates, from the above table, it is found that a majority of respondents are under Directorate of Operations (60 percent), followed by Directorate of Projects (10.4 percent) and the remaining equal shares belong to Directorates of Personnel, Commerce and Finance (10.2 percent).

The highest level of ethics of mean score 4.21 was shown by the Directorate of Personnel, followed by a mean score of 4.18 shared equally by the Directorates

of Commerce and Finance, a mean score of 4.09 by the Directorate of Projects and a mean score of 4.08 by the Directorate of Operations.

Regarding the number employees that responded to the survey, it was found from the above table that the response is in tune with the proportion of officers in the respective directories. Regarding the difference in the level of ethics shown by different directorates, it is evident that the officers who do paper work more are more careful and have scored high than those in the field jobs.

Table 6.10.2 : Total Ethics for the Level of Management

Category	No. of respondents	Percentage	Total Ethics
Junior Level Management	44	22	4.00
Middle Level Management	64	32	4.12
Senior Level Management	92	46	4.17
Total	200	100	4.11

When categorized under levels of management, the above table shows that the majority of respondents constitute Senior level management (47 percent), followed by Middle level management (31 percent) and Junior level management (22 percent).

The highest level of ethics of mean score 4.17 was shown by the senior level management, followed by a mean score of 4.12 shown by the middle level management and a mean score of 4.00 by the junior level management.

Regarding the number employees that responded to the survey, it was found from the above table that the senior officers have shown more interest in the study followed by middle level officers and junior level officers. As also, regarding the difference in the level of ethics shown by officers of different

levels of management, senior level managers have shown maturity levels while the entry junior level managers are still learning and middle level managers are at stabilization levels.

Table 6.10.3 : Total Ethics in terms of Age of Respondents

Category	No. of respondents	Percentage	Total Ethics
Up to 30 years	53	26.5	4.08
30 to 40 years	52	26	4.15
40 to 50 years	75	37.5	4.12
Above 50 years	20	10	4.16
Total	200	100	4.12

When categorized under age criteria, the majority of respondents are from 40 to 50 years age group (40.5 percent) followed by 30 to 40 years age group (28 percent), up to 30 years age group (22 percent) and above 50 years age group (9.5 percent).

The highest level of ethics of mean score 4.16 was shown by the above 50 years age group, followed by a mean score of 4.15 shown by the 30 to 40 years age group, a mean score of 4.12 by the 40 to 50 years age group and a mean score of 4.08 by the up to 30 years age group.

Regarding the number employees that responded to the survey, it was found from the above table that officers of 40 to 50 years age group responded in higher numbers, officers of above 50 years age group responded in lesser numbers and rest of the groups, in between. The response is in tune with the proportion of officers in the respective age groups. Regarding the difference in the level of ethics shown by officers belonging to different age groups, it is

clear that as the age increased, there is a higher level of consciousness to follow ethics.

Table 6.10.4 : Total Ethics in terms of Service of Respondents

Category	No. of respondents	Percentage	Total Ethics
Below 10 years	57	28.5	4.04
10 to 20 years	57	28.5	4.12
Above 20 years	86	43	4.15
Total	200	100	4.12

When categorized under work experience, the majority of respondents are from above 20 years (47 percent), followed by 10 to 20 years group (31 percent) and below 10 years group (22 percent).

The highest level of ethics of mean score 4.15 was shown by the above 20 years experience group, followed by a mean score of 4.12 shown by the 10 to 20 years experience group and a mean score of 4.04 by the below 10 years experience group.

Regarding the number employees that responded to the survey, it was found from the above table that the officers having highest level of experience have shown more interest in the study followed by middle level officers and junior level officers. As also, regarding the difference in the level of ethics shown by officers, senior level managers have shown maturity levels while the entry junior level managers are still learning and middle experienced managers are at stabilization levels.

Table 6.10.5 : Total Ethics - Gender wise

Category	No. of respondents	Percentage	Total Ethics
Female	21	10.5	4.17
Male	179	89.5	4.12
Total	200	100	4.12

When categorized on gender basis, the majority of respondents, as expected, are from male officers (89.5 percent) and the rest are from female officers (10.5 percent).

The highest level of ethics of mean score 4.17 was shown by the female officers and a mean score of 4.12 by the male officers.

Regarding the number employees that responded to the survey, it was found from the above table that the response is in tune with the proportion of officers in the respective gender category. Regarding the difference in the level of ethics shown by male and female officers, the result came as expected. Female gender sticks to high moral values than their male counterparts.

Table 6.10.6 : Total Ethics in terms of Mode of Entry

Category	No. of respondents	Percentage	Total Ethics
Direct	155	77.5	4.13
Promoted	45	22.5	4.08
Total	200	100	4.12

When categorized under mode of entry to officer grade, the majority of respondents are from direct external incumbents (77.5 percent) and the rest from internal staff down below (22.5 percent).

The highest level of ethics of mean score 4.13 was shown by the direct recruited officers and a mean score of 4.08 by the promoted officers from down below.

Regarding the number employees that responded to the survey, it was found from the above table that the response is in tune with the proportion of officers in the respective modes of entry. Regarding the difference in the level of ethics shown by different officers, here also the result came as expected. Direct recruited officers are fresh, enthusiastic and value driven.

Table 6.10.7 : Total Ethics according to Technical Background

Category	No. of respondents	Percentage	Total Ethics
Engineers	156	78	4.13
Non Engineers	44	22	4.18
Total	200	100	4.12

When categorized under technical background, the majority of respondents are engineers (78 percent) and the rest are non engineers (22.5 percent).

The highest level of ethics of mean score 4.18 was shown non engineers and a mean score of 4.13 by the engineers.

Regarding the number employees that responded to the survey, it was found from the above table that the response is in tune with the proportion of officers of respective backgrounds. Regarding the difference in the level of ethics shown by different officers, it is evident that the officers who do paper work more are more careful and have scored high than those in the field jobs.

6.11 ETHICS IN THE ENTIRE VISAKHAPATNAM STEEL PLANT

Here the level of ethics for different ethical variables was tabulated. The ethical variables are treated at different levels. First at the category level, next at the level of modes, then all the twelve variables are presented. Lastly the level of ethics for the entire Steel Plant was calculated and highlighted as a single representative figure.

Table 6.11.1 : The level of ethics shown in different categories of Ethics

S.No.	Ethics Variables	Mean Score	Rank
1	External Ethics	4.025	4
2	Internal Ethics	4.17	2
3	Societal Ethics	4.173	1
4	Self Ethics	4.155	3

Here the level of ethics shown in Visakhapatnam Steel Plant is ranked on aggregate basis in different categories of ethics. The highest level of ethics of mean score 4.173 was shown in Societal Ethics followed by a mean score of 4.17 in Internal Ethics, a mean score of 4.155 in Self Ethics and a mean score of 4.025 in External Ethics.

Officers of Visakhapatnam Steel Plant have excelled in Societal Ethics and have shown a lesser affinity for External Ethics. They are at moderate level for Internal and Self Ethics.

Officers of the Steel Plant have shown high concern for society in particular only, they have less regard for external environmental factors like towards various stakeholders including the government. Visakhapatnam Steel Plant needs some developmental effort for improving their performance in External Ethics.

Table 6.11.2 : The level of ethics shown in different modes of Ethics

S.No.	Ethics Variables	Mean Score	Rank
1	Ethical Perception	4.1575	2
2	Ethical Frequency	4.055	3
3	Ethical Comprehension	4.18	1

Here the level of ethics shown in Visakhapatnam Steel Plant is ranked on aggregate basis in different levels of ethics. The highest level of ethics of mean score 4.18 was shown in Ethical Comprehension followed by a mean score of 4.1575 in Ethical Perception and a mean score of 4.055 in Ethical Frequency.

Officers of Visakhapatnam Steel Plant have excelled in Ethical Comprehension and have shown a lesser affinity for Ethical Frequency. They are at moderate level for Ethical Perception.

Officers of Visakhapatnam Steel Plant have shown higher analytical skills regarding ethical environment, followed by basic understanding regarding ethics and the seriousness about ethics on continual basis. Visakhapatnam Steel Plant needs some developmental effort for improving their performance in Ethical Frequency.

Table 6.11.3 : The level of ethics shown by VSP for different variables

S.No.	Ethics Variables	Mean Score	Percent	Rank
1	External Ethical Perception	4.2	84.00%	6
2	External Ethical Frequency	3.57	71.40%	11
3	External Ethical Comprehension	4.305	86.10%	2
4	Internal Ethical Perception	4.05	81.00%	8
5	Internal Ethical Frequency	4.19	83.80%	7
6	Internal Ethical Comprehension	4.27	85.40%	3
7	Societal Ethical Perception	4.385	87.70%	1

8	Societal Ethical Frequency	4.225	84.50%	5
9	Societal Ethical Comprehension	3.91	78.20%	10
10	Self Ethical Perception	3.995	79.90%	9
11	Self Ethical Frequency	4.235	84.70%	4
12	Self Ethical Comprehension	4.235	84.70%	4

From the table showing all the twelve ethical variables taken together for the entire organisation, it is evident that the maximum level of ethics was shown by the employees is ‘societal ethical perception’ with a mean score of 4.385, followed by ‘external ethical comprehension’ with a mean scores are 4.305. The minimum level of ethics was shown by the employees is ‘societal ethical comprehension’ with a mean score of 3.91, followed by ‘external ethical frequency’ having a mean scores are 3.57.

The above results suggest that the officers of Visakhapatnam Steel Plant are not very much clear about societal and external ethical variables. Regarding societal ethics, they have shown strong inclination towards societal ethical perception and at the same time a lesser affinity for societal ethical comprehension. They have shown excellent skills as far as the basic understanding about societal ethics is concerned. But they are not able to analyse the ethical cases, they encounter from time to time. In a similar manner, regarding external ethics, the officers have strong foot in external ethical comprehension and shy away from external ethical frequency. Here they demonstrated analytical skills pertaining to external ethics. But they are not serious about external ethics every time.

Visakhapatnam Steel Plant needs some developmental effort for improving their performance in Societal Ethical Comprehension and External Ethical Frequency. Whereas, general training is sufficient to enhance the level of ethics in other variables.

Table 6.11.4 : The level of ethics shown by Visakhapatnam steel Plant

TOTAL ETHICS INDEX SHOWN	4.12	82.35%
--------------------------	------	--------

From the table, it is evident that the total level of ethics shown by Visakhapatnam Steel Plant is 4.12 as mean score on a 5-point scale and is 82.35 on percentage basis.

From the study, it is proved that Visakhapatnam Steel Plant is an ethically managed company to a large extent.

Further the Steel plant needs some formal ethics program to see that its superior ethical performance is distributed more or less equally among all its ethics variables and among all categories of employees.