



Commentary

Do universities Maintain Integrity and Ethics Toward all Stakeholders? A Case Study of St. John's University of Tanzania

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Abstract

Maintaining integrity and ethics toward stakeholders in any university is very important for sustainability. This study aims to explore the influence of integrity and ethics on stakeholders: a case study of St. John's University of Tanzania. This study opted for a qualitative research approach. The study opted for the content analysis. Because the analysis of the theme and sub-theme of a specific topic. The empirical analysis was used from 20 research articles and different databases such as Semantic Scholar, Google Scholar and Research Gate.

The study revealed that the University disregarded its obligations, ensuring integrity and ethics, and the University's ethical policy is critical towards all stakeholders. The study showed that excellent corporate ethics are essential for fostering a healthy workplace. It affects a company's productivity and profitability. It promotes staff security, loyalty, and efficiency. Transparent values make a corporation more appealing to investors. The study recommended that the university's code of conduct or ethical policy should be widely recognised and publicly accessible to all academics, employees, and students. Also, should enhance training and resources on integrity and ethics. Workshops, seminars, online resources, and other educational opportunities may be included. The procedure for dealing with allegations of unethical behaviour is transparent, open, and equitable. The university should actively involve stakeholders in decision-making processes that affect them. The institution should improve its connections and cooperation with other organisations by carefully assessing their conformity with the university's principles and ethical standards. The institution should strengthen its ties and collaboration with other groups by carefully evaluating their adherence to the university's ideals and ethical standards.

1. Introduction

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The Anglican Church of Tanzania established St. John's University of Tanzania in 2007 to provide training in scientific and social science courses to students in the second cycle. The Tanzanian Anglican Church owns it and formed it in 2007 (Artyukhov, 2024). More than 4500 students are enrolled at the institution, which provides degrees in business management, education, nursing, pharmacy, community development, development studies, holistic child development, and religion. Ethics refers to the principles and values that govern the behaviour of individuals and organisations (Pizzolato and Dierickx, 2021). In an organisational setting, ethics plays a crucial role in shaping the culture and reputation of the company, as well as in maintaining trust and integrity with employees, customers, and other stakeholders (Padure and Padure, 2024). Effective ethics programs and policies can help organisations prevent and address misconduct, promote fair and responsible decision-making, and foster a positive and inclusive work environment (Pratama et al., 2024).

One key area of research has focused on the relationship between ethical leadership and organisational outcomes. For example, a study by Iloka (2025) found that ethical leadership is positively associated with job satisfaction, organisational commitment, and trust in management. Similarly, a meta-analysis by Iloka (2025) found that ethical leadership is related to lower levels of deviant behaviour and turnover intentions among employees. Another critical aspect of organisational ethics is the role of organisational culture in shaping ethical behaviour. A study by Iloka (2025), found that a strong ethical culture is positively associated with ethical behaviour among employees. Additionally, a study by Hoekstra and Kaptein (2021) found that organisations with a culture that emphasises ethical values and principles are more likely to have employees who report ethical misconduct. Some of the key elements of ethical behaviour in an organisation include integrity, honesty, fairness, responsibility, and respect for others.

Even though it covers every aspect of duty, the term "business ethics" itself is relatively recent. It originally arose in the second half of the twentieth century. Among other things, it covers corporate governance, fair trade, social and environmental responsibility, competitiveness, and discrimination. But its philosophical foundations date back thousands of years. They start with the writings of Plato and Aristotle on economic relationships. The phrase encompasses almost every facet of company management. It is imperative in the twenty-first century because of the rise in social and environmental consciousness. Fairness and honesty are, after all, basic human needs. Clients and staff expect it from a business. Legal restrictions apply to several facets of business ethics. Standards for fair competition, workplace rights, and environmental protection are governed by laws. The legislation also prohibits some unfair financial activities (Bowler et al., 2021). For example, insider trading, bribery, and industrial espionage. These guidelines do not, however, apply to all moral management techniques.

Technology and new media make transparency feasible, and more top managers are being fired for unethical actions now than in the past. The importance of this subject in management is growing. Instead of becoming more common, these crimes are now



getting more attention. Leaders are viewed as role models who respect business ethics. One of the reasons is the increasing significance of public opinion. An organisation's reputation is determined by the moral choices made by its top executives. It is a representation of our time. Environmental constraints and the exploitation of cheap labour are issues that the public is much more aware of now (Bowlere et al., 2021). Fair and clean producers are always the ones that consumers prefer. Following cruelty-free cosmetics, eco-friendly travel is the next big thing. The second point is that tracking has become easier because of technology. Because people interact digitally, it's easy to find them. It applies to communications as well as browser history. Any corporate email or text message might be shared with the public. The constant presence of the media also contributes to this problem. The news is constantly available online these days (Hyatt and Gruenglas, 2023). You can employ traditional broadcasts or online tools. Since it may happen in as little as an hour, content cannot be taken down once it has gone viral. Every issue appears to be a major worry when it comes to online media. More pressure is coming from public opinion than ever before.

Why is it so crucial for people to work with ethically driven firms when moral decision-making builds trust? The answer is simple: trust is essential. When we know someone who makes moral decisions, we have positive expectations. It serves as a sort of insurance mechanism for us. When the company makes ethically right judgments, we want it to treat us equitably. The management policy covers every facet of the business. Employees are more committed and productive when they work in a healthy atmosphere. They are also more likely to make moral choices and follow the example set by higher management (Tammeleht et al., 2022). It is one of the main factors influencing their level of satisfaction with their employment. Unhealthy behaviours lead to unfair workplace interactions. If the company's management disrespects morality and the law, employees will follow suit. There is nothing else you can expect them to do. After all, they witness unethical choices every day. Customers also think they have the right to choose the finest service. It's all about consuming in moderation now, and they need to trust the company. There are several examples of people choosing expensive products over subpar, immoral ones. We may look at how society has viewed the fast fashion industry (Babalola et al., 2023). The resistance to it is becoming stronger now.

Values foster team cohesiveness, and management is held accountable for more than simply the financial outcomes of their choices. Both the entire organisation and each team member are impacted. Senior managers of the organisation set the tone and act as role models for values, claim Goktas and Grzybowski (2025). Managers unite the team around shared values by upholding moral corporate conduct. Employees need to have a feeling of purpose and pride in their work. Business ethics have the ability to bring people together and enhance the workplace. It lends greater emotional weight to the work being done and the shared goal. Decisions that are controversial or morally questionable, however, discourage workers. Adopting specific conduct policies leads to better working relationships. Employees feel more at ease and entitled when they work for a firm that values them. Furthermore, does anyone care about the company's



reputation? These regulations also promote the employment of more highly qualified personnel (Alsughayer, 2021).

The profitability of corporate ethics: Making moral judgments and being profitable are directly related. Attractiveness to investors is one of the key elements. Investors feel more confident when an organisation has clear management principles. Reputation and potential profit are key factors in investment decisions. Therefore, a business must have clear values. The public may quickly react negatively to the dubious actions. Investor risk is increased by unfair competition, information abuse, discrimination, and environmental damage.

Additionally, the more dangers there are, the less likely it is that people would trust the organisation with their money. Now, making immoral choices might lead to immediate financial advantage. But their negative consequences only worsen with time. Investors are interested in knowing that the company is treating itself fairly. After all, they risked their money and reputation by supporting it. Ethical firms are far more likely to succeed and be profitable in the future. Fair competition and moral decision-making are highly desired by the public nowadays. In the future, it may rise or stay the same (Al-kfairy, 2024).

1.1 Statement of the problem

Public demand and industry-specific expectations differ depending on the sector a company works in. Industry-specific expectations differ. For example, producers of non-renewable energy have to deal with the environmental consequences. If they harm the ecosystem, there is instant retaliation. Even the smallest occurrence in their case draws a lot of public condemnation. The state of the climate affects the moral code of businesses in this industry. Digital companies like Google and Facebook, however, are not subject to this requirement (Esan et al., 2024). But they also have other moral dilemmas to overcome. And gathering it for advertising. Data security is a significant and contentious issue these days. Since there are few legal standards to govern it, the matter is much more challenging to settle. Here, the moral code must be established by the general people, the government, and business executives. How to utilise user data, and if it is safe to acquire it. Manufacturers of cosmetics make ethical decisions about animal experimentation. Brands that don't use cruelty are growing in popularity. Since 2013, there has been a 175% growth in demand for these items. The clients want to make moral decisions. They want their choices to have a smaller negative impact on other people.

Business ethics protects society; ethics is a set of principles that guide decision-making in a controversial situation. Philosophy is essentially a theoretical discipline; it gives guidance that we may all use in our daily lives. After all, we all want to make better decisions and improve the world, just as we expect ourselves to. We also hope for this from corporate leaders. The adoption of moral standards in business serves as a security precaution (Modha,2021). One example is data security in the digital era. Because technology changes so fast, there are no legal guidelines to prohibit specific actions.



They'll appear in the future. However, technological advancement might be far ahead. In such instances, corporate ethics guarantees that individuals may trust a company. They share the same ideals. If there are no statutory requirements, management has complete freedom. Ethics also ensures fair competition and trade, which contributes to a healthy economic system. It cannot survive and prosper in the absence of moral guidance. Businesses must trust one another, and investors are afraid to take risks. Another element is social responsibility, especially in terms of human resource policy (Johnson, 2021). Discrimination in the workplace promotes discrimination in other settings. It creates income disparities. The reason is discrimination based on race, religion, or gender. It is about societal responsibility. Diverse teams also perform better in terms of production and innovation. That is why job discrimination hurts both society and business.

1.1 Research Questions

- i. Has the University disregarded its obligations to stakeholders?
- ii. How is the University ensuring integrity and ethics in its relationships with stakeholders?
- iii. Does the University's ethical policy promote conformity or integrity?

II. LITERATURE REVIEW

2.1 Empirical Review

This part explained the previous literature reviews conducted in different countries as per the study objective, which is whether universities maintain integrity and ethics toward all stakeholders, a case study of St. John's University of Tanzania.

2.1.1 Do Universities Maintain Integrity and Ethics Toward All Stakeholders? A Case Study of St. John's University of Tanzania.

Philosophy contributes significantly to the educational endeavor by requiring intellectual engagement. Education in philosophy entails becoming acquainted with major figures and developments in philosophy's history, learning current techniques and accepted answers to philosophical questions, and developing critical, interpretive, and evaluative skills, which may be regarded as the most valuable in the grand scheme. Graduates of James Madison University's philosophy degree must be able to understand challenging texts that address complicated philosophical topics (Jones, 2018). These readings are usually somewhat different in method and theme. Furthermore, philosophy students are expected to complete a variety of written tasks that are properly prepared and thoroughly managed. Finally, informed discourse is essential for philosophy and philosophical education. This verbal engagement is intended to be a frequent feature of course offerings (Langford, 2017).

Much of what is learned in philosophy can be applied in virtually any endeavour. This is because Philosophy addresses a wide variety of concerns, and many of its techniques



apply to any subject (Artyukhov, 2024). Philosophy enhances our problem-solving, communication, persuasive, and writing abilities. The following explains how philosophy may help us acquire these many crucial talents. Philosophy studies enable people to tackle difficulties more successfully. It allows us to study concepts, definitions, arguments, and problems. It helps us to organise our thoughts and concerns, deal with value issues, and extract critical information from vast amounts of data. It allows us to distinguish fine and nuanced differences between points of view while also discovering common ground between opposing concepts. It also helps us to synthesise several points of view or ideas into a single, coherent totality. Philosophy has an important part in the development of expressive and communicative skills. It provides some of the essential tools for self-expression, such as the capacity to convey ideas through well-constructed, methodical arguments, which other disciplines either do not or use sparingly. Philosophy allows us to express what distinguishes our ideas, increases our ability to explain complex subjects, and removes uncertainty and ambiguity from our writing and speech (Smith, 2016).

Philosophy teaches how to develop clear formulations, good arguments, and relevant instances (Kaptein, 2021). As a result, it helps us improve our capacity to persuade others. We learn to construct and defend our own opinions, to respect other viewpoints, and to articulate persuasively why we believe our own opinions are superior to alternatives. These abilities may be cultivated not just via philosophical reading and writing, but also through philosophical conversation, both within and outside of the classroom, which is an essential component of a comprehensive philosophical education. Writing skills are highly valued in many philosophy schools, and many commonly taught philosophical books are excellent literary works. Philosophy teaches interpretive writing by analysing difficult texts, comparative writing by emphasising fairness to opposing ideas, argumentative writing by assisting students in developing the ability to articulate their own points of view, and descriptive writing by portraying specific cases in detail. Concrete examples provide a foundation for generalisations. Philosophical literature focuses on structure and method. Originality is highly valued, and students are typically encouraged to use their imaginations to produce novel ideas (Eyo, 2024).

The general applications of philosophy as mentioned, are clearly of tremendous academic importance. It should be evident that studying philosophy has intrinsic benefits as an endless quest for knowledge of crucial, difficult subjects. However, philosophy has further applications in developing an education, both in college and in the numerous professional and personal activities that follow graduation. Two of these additional applications are outlined (Eyo-2024). Understanding other fields requires a thorough understanding of philosophy. Many important questions about a topic, such as the nature of its concepts and its connection to other fields, have philosophical foundations. Philosophy of science, for example, is essential to complement the knowledge of natural and social sciences attained via scientific endeavour. Philosophy



of literature and philosophy of history are equally important in understanding the humanities, whereas philosophy of art (aesthetics) is critical in understanding both visual and performing arts. Philosophy is also useful in assessing the different evidence standards used by various disciplines. Because all disciplines of knowledge rely on reasoning and must set evidence standards, logic and epistemology are relevant to all.

Another advantage of philosophy in education is that it helps us develop hypotheses, conduct research, and address problems. Philosophical reasoning entails a clear explanation of concepts and concerns, the selection of relevant facts, and objective methods for assessing ideas and suggestions. It also emphasises having a grasp of the new directions given by novel ideas and questions found throughout the study. Philosophers typically build on the successes and failures of their predecessors. Someone with a philosophical background may readily learn to do the same in any field. The following are some of the things that people with a philosophical education can do (Pizzolato and Dierickx, 2021). They can research a variety of issues. They can gather and organise information. They can write with clarity and efficiency. They can communicate well, both orally and in writing. They may make ideas for a wide range of difficulties. They can conceive and solve problems. They can disclose hidden assumptions and highlight overlooked alternatives. They can persuade people to take unconventional perspectives or new options seriously. They can explain complicated issues without oversimplifying. They can blend different data sources to draw useful connections. They can spot little variations without overlooking similarities (Kaptein, 2021). They can also adapt to change, which is especially vital considering the rapid advancements in many sectors. Well-educated philosophers can typically share their knowledge with others (Iloka, 2025). This capability is essential in an era where rapid technology advancement needs continuous training and retraining.

These qualities are relatively generic, yet they have a direct impact on the variety of jobs for which philosophers are equipped. Philosophers possess the abilities required for a wide range of academic and non-academic occupations. The type of foundational education that philosophical training gives is extremely beneficial in several important parts of almost any vocation. Philosophy courses are especially relevant for people studying, aspiring to, or working in disciplines other than philosophy, as they help to deepen one's understanding of other fields of study, answer some of the fundamental questions that arise in other disciplines, and clarify the relationship between one discipline and another (Iloka, 2025).

III. RESEARCH METHODOLOGY

This study opted for a qualitative research approach. The study opted for the content analysis. Because the analysis of the theme and sub-theme of a specific topic. The empirical analysis was used from 20 research articles and different databases such as Semantic Scholar, Google Scholar and Research Gate. Among them can be the universities' adherence to ethics and honesty when responding to surveys from all



stakeholders. To carry out a comprehensive review of the study's intervention alternatives. Studies that also involve universities upholding ethics and integrity towards all stakeholders might want to be excluded from the research. Although there are many other ways to do thematic analysis, the most popular method involves six steps: familiarisation, coding, topic generation, theme review, theme definition and naming, and writing up. By offering several viewpoints on the same phenomena and pointing out areas of complexity or contradictions, triangulation may be utilised to confirm and support the study findings. This can improve the validity of the study's conclusions by assisting in the identification and explanation of biases.

IV. RESULTS AND DISCUSSION

This part analyses the theme and sub-theme of the influence of integrity and ethics on stakeholders: a case study of St. John's University of Tanzania.

4.1 Has the University failed to meet its obligations to stakeholders?

As a consequence of the interview, the following findings were investigated: The institution has strong procedures in place to engage and include its various stakeholder groups in decision-making processes, and it values their comments and input. Consultations take place at several levels of the University, including departmental board meetings, faculty board meetings, academic board meetings, and Convocation meetings, which include all senior members of the University. During these meetings, participants discuss ideas and participate in making sensible decisions to help the University progress forward (Bowler et al., 2021). The institution has a track record of reacting to stakeholder concerns or issues in a timely and effective manner. It was revealed that initiatives and resources are in place to assist students' well-being and achievement. Even though these programs and resources are lacking, recent developments indicate that the institution's student service is improving. According to the interview, St. John's University of Tanzania maintains high ethical standards. It takes its institutional commitments seriously, ensuring that all of its operations and activities are carried out appropriately (Bowler et al., 2021). Policies and processes have been implemented to ensure that it operates in the best interests of all stakeholders.

4.2 What steps is the organisation taking to maintain integrity and ethics in its relationships with stakeholders?

The institution has a well-defined and well-communicated code of conduct or ethical policy that outlines expected behaviours as well as consequences for violations. This ethical policy is effectively communicated to all stakeholders via the University website. Through ongoing training, resources, and communication, the institution fosters a strong culture of integrity and ethics (Hyatt and Gruenglas, 2023). There is a robust mechanism in place for dealing with allegations of unethical behaviour, and such reports are treated seriously, with appropriate action taken to resolve the situation. The



university has a disciplinary committee in place to deal with such transgressions, and findings are given to management for ultimate action to be taken against any perpetrator. The university has regulations and processes in place to address ethical issues concerning the use of technology and data on campus. The ICT Directorate has implemented procedures to monitor the use of the university's network and other ICT assets. Among them are restrictions on which websites may be accessed via the school network, as well as a prohibition on installing unauthorised software on the university's information technology infrastructure (Hyatt and Gruenglas, 2023).

4.3 Is the University's ethical policy one that encourages conformity or integrity?

A university's ethical policy can encourage both compliance and honesty (Langford, 2017). Compliance is defined as following rules, regulations, and laws (Klein, 2015). A university's ethical policy may encourage compliance by clearly stating expected behaviour and the repercussions for failing to meet those expectations (Jones, 2018). The St. Johns University of Tanzania ethics policy clearly fulfils this duty by outlining what is expected of all stakeholders (i.e. the dos and don'ts) as well as the measures to be taken against any perpetrator. This helps to ensure that academics, staff, and students understand their responsibilities and helps to prevent unethical behaviour (Tammeleht et al., 2022). Wilson (2019) defines integrity as the upholding of views, ideals, and moral standards. A university's ethical policy may enhance integrity by emphasising the importance of ethical behaviour and providing resources and training to help professors, staff, and students understand and respect ethical norms (Brown, 2020). According to Johnson (2021), an ethical policy at a university should strive to promote both compliance and integrity by providing clear guidance on expected behaviors and assisting individuals in living up to those expectations; this is reflected in the St. Johns University of Tanzania ethics policy. Johnson (2021).

V. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

To summarise, excellent business ethics are essential for building a healthy workplace. It influences a company's productivity and profitability. It increases staff security, loyalty, and efficiency. Transparent values enhance a company's appeal to investors. They provide long-term financial prosperity. It is also relevant to public demand and expectations. Customers are aware of their options, and they typically base their judgments on a company's reputation and policies.

5.2 Recommendations

According to the study's findings, the following suggestions are made: The university code of conduct or ethical policy should be widely recognised and publicly accessible to all academics, employees, and students. To ensure that everyone is aware of their tasks and responsibilities, the institution might consider sending out regular reminders and updates. To further help professors, staff, and students in sustaining these ideals,



the institution should enhance training and resources on integrity and ethics. Workshops, seminars, online resources, and other educational opportunities may be included.

The procedure for dealing with allegations of unethical behaviour is clear, open, and equitable. Individuals who report unethical behaviour should receive appropriate support, and appropriate action should be taken to address the issue. The university should actively include stakeholders in decision-making processes that affect them. This could include more avenues for feedback, such as surveys, focus groups, or town hall meetings.

The institution should improve its connections and cooperation with other organisations by carefully assessing their conformity with the university's principles and ethical standards. To ensure that collaborations are in keeping with the institution's commitments, the university should consider setting explicit rules and processes. The institution should strengthen its ties and collaboration with other groups by carefully evaluating their adherence to the university's ideals and ethical standards. To ensure that collaborations adhere to the university's obligations, the university should consider establishing concrete norms and protocols.

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