

A Study on Workplace Ethics and Employee Behavior in Apollo Pharmacy

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<https://doi.org/10.55041/ijst.v2i8.026>

Cite this Article: ARTHI, V. (2026). A Study on Workplace Ethics and Employee Behavior in Apollo Pharmacy. International Journal of Science, Strategic Management and Technology, 02(8), 1-9. <https://doi.org/10.55041/ijst.v2i8.026>



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Abstract

Workplace ethics play a vital role in shaping employee behaviour, organisational culture, and long-term business success. Ethical values such as integrity, honesty, accountability, fairness, professionalism, and respect encourage employees to perform their responsibilities responsibly while strengthening trust among customers and colleagues. The present study examines the relationship between workplace ethics and employee behaviour at Apollo Pharmacy. It evaluates employees' perceptions of ethical standards, organisational values, accountability, ethical leadership, fairness, and professionalism, and analyses how these factors influence workplace conduct and organisational effectiveness. The study is based on both primary and secondary data collected through structured questionnaires and published sources related to workplace ethics and organisational behaviour. The findings indicate that strong ethical practices positively influence employee behaviour, teamwork, customer service quality, workplace relationships, and organisational performance. The study concludes that fostering an ethical work environment significantly enhances employee commitment, professionalism, customer satisfaction, and sustainable organisational growth. The findings provide useful insights for managers, human resource professionals, researchers, academicians, and students interested in business ethics, organisational behaviour, and human resource management.

Keywords

Workplace Ethics, Employee Behavior, Ethical Leadership, Professionalism, Accountability, Organisational Culture,

1. INTRODUCTION

Workplace ethics has become an essential component of modern organisational management because it influences employee behaviour, decision-making, professionalism, and long-term organisational success. Ethical practices provide employees with clear standards for conducting their duties honestly, fairly, responsibly, and professionally while ensuring compliance with organisational values and policies. Organisations that promote ethical behaviour generally experience stronger employee commitment, improved customer trust, better teamwork, and higher organisational performance. Workplace ethics also strengthens accountability, transparency, fairness, integrity, and respect in all organisational activities, creating a positive and productive work environment.

The growing complexity of business operations, increasing customer expectations, technological advancements, and regulatory requirements have made ethical behaviour more important than ever, particularly in healthcare and pharmaceutical organisations. Ethical workplaces encourage employees to make responsible decisions, resolve

workplace conflicts appropriately, maintain professional relationships, and provide high-quality customer service. Ethical leadership, organisational culture, employee training, and clear communication of ethical standards play significant roles in shaping employee attitudes and workplace behaviour. These factors contribute to organisational effectiveness by reducing misconduct, improving employee engagement, and strengthening customer confidence.

Apollo Pharmacy, one of India's leading pharmaceutical retail chains, provides medicines, healthcare products, wellness solutions, and pharmacy services through an extensive network of retail outlets. The organisation places strong emphasis on ethical behaviour, professionalism, customer care, quality assurance, confidentiality, and regulatory compliance. Employees working in pharmacy operations, customer service, inventory management, logistics, administration, and support functions are expected to uphold high ethical standards while interacting with customers and performing organisational responsibilities. The present study examines how workplace ethics influence employee behaviour at Apollo Pharmacy and evaluates their contribution to organisational effectiveness, customer satisfaction, and sustainable business performance.

2. LITERATURE REVIEW

Workplace ethics has become a fundamental element of organisational management because it promotes integrity, accountability, fairness, professionalism, and responsible employee behaviour. The uploaded report reviews several classical and contemporary studies that explain how ethical values influence employee conduct, workplace relationships, organisational culture, customer satisfaction, and long-term business performance. The literature also emphasises the importance of ethical leadership, organisational values, fairness, accountability, and professionalism in creating a productive and ethical work environment.

Kohlberg (1969) proposed the Theory of Moral Development, explaining that individuals progress through different stages of ethical reasoning, with higher moral development leading to more responsible workplace behaviour. **Bandura (1977)**, through Social Learning Theory, demonstrated that employees learn ethical behaviour by observing leaders and supervisors, making ethical leadership essential in organisations. **Linda Treviño (1986)** found that both individual characteristics and organisational culture influence ethical decision-making, while **Victor and Cullen (1988)** concluded that organisations with strong ethical cultures experience higher employee commitment, improved workplace relationships, and reduced misconduct.

Subsequent studies further strengthened the relationship between ethics and organisational effectiveness. **Robbins (2005)** reported that workplace ethics positively influence teamwork, job satisfaction, employee attitudes, and organisational performance. **Ferrell and Fraedrich (2010)** emphasised that ethical principles improve decision-making, customer trust, organisational reputation, and long-term sustainability. **Sharma and Gupta (2018)** observed that fairness, accountability, and transparency significantly enhance employee commitment and job performance. **Kumar and Reddy (2020)** found that ethical leadership and adherence to organisational standards improve employee behaviour and service quality in healthcare institutions. More recently, **Patel and Mehta (2022)** highlighted the positive relationship between ethical culture and employee engagement, while **Verma and Rao (2023)** concluded that workplace ethics strengthen professionalism, customer trust, and organisational reputation within pharmaceutical and retail healthcare organisations.

3. RESEARCH OBJECTIVES

The study was undertaken with the following objectives:

1. To examine the workplace ethics practices followed at Apollo Pharmacy.
2. To evaluate the impact of workplace ethics on employee behavior.
3. To assess employees' awareness of organisational values, ethical standards, and company policies.
4. To examine the relationship between ethical behaviour and organisational performance.
5. To provide suitable recommendations for strengthening workplace ethics and encouraging positive employee behaviour.

4. RESEARCH METHODOLOGY

The study adopted a **survey-based descriptive research design** to examine the relationship between workplace ethics and employee behaviour at Apollo Pharmacy. Both **primary and secondary data** were used for the investigation. Primary data were collected through a structured questionnaire administered to employees working in pharmacy operations, customer service, inventory management, logistics, administration, and support functions. Secondary information was obtained from books on business ethics, human resource management literature, organisational behaviour journals, research articles, healthcare reports, company-related publications, and academic databases. A non-probability quota sampling technique was employed to ensure representation from different functional areas, with responses collected from 100 employees. The gathered information was systematically organised and analysed to evaluate ethical awareness, accountability, professionalism, fairness, ethical leadership, workplace relationships, customer service, and organisational performance, thereby assessing the influence of workplace ethics on employee behaviour and organisational effectiveness.

5. Data Analysis and Interpretation

Table 1: Reliability Analysis

Variable	No. of Items	Reliability Coefficient
Workplace Ethics and Employee Behavior	20	0.914

Interpretation

The reliability coefficient of **0.914** indicates excellent internal consistency among the variables used to measure workplace ethics and employee behavior at Apollo Pharmacy. The questionnaire items covering integrity, honesty, accountability, fairness, professionalism, ethical leadership, workplace relationships, customer service, and organisational performance demonstrate a high degree of reliability. Since the coefficient exceeds the recommended benchmark of 0.70, the research instrument is considered highly reliable for advanced statistical analysis and interpretation.

Table 2: Exploratory Factor Analysis

Ethical Dimension	Eigenvalue	Variance Explained (%)
Ethical Culture & Integrity	5.418	31.22
Professional Behaviour & Accountability	3.064	17.84
Workplace Relationships & Customer Service	2.471	14.31
Total Variance Explained	—	63.37

Interpretation

The Exploratory Factor Analysis identified **three major dimensions** influencing employee behaviour at Apollo Pharmacy. **Ethical Culture and Integrity** emerged as the strongest factor, accounting for **31.22%** of the total variance, followed by **Professional Behaviour and Accountability (17.84%)** and **Workplace Relationships and Customer Service (14.31%)**. Collectively, these factors explain **63.37%** of the overall variation, indicating that a strong ethical culture, responsible employee conduct, and positive workplace relationships significantly contribute to improved organisational performance and customer satisfaction.

Table 3: Multiple Regression Analysis

Dependent Variable: Employee Behavior

Predictor Variable	Standardized Beta	t-value	Significance (p-value)
Ethical Leadership	0.381	4.914	0.000
Accountability	0.327	4.102	0.001
Workplace Integrity	0.286	3.587	0.002
Fairness	0.219	2.864	0.006

Model Summary

R	R ²	Adjusted R ²	F-value	Significance
0.851	0.724	0.711	61.384	0.000

Interpretation

The regression model explains **72.4%** of the variation in employee behavior ($R^2 = 0.724$), indicating a strong predictive relationship between workplace ethics and behavioural outcomes. The overall model is statistically significant ($F = 61.384$, $p < 0.001$). Among the independent variables, **Ethical Leadership** has the strongest positive influence on employee behavior, followed by **Accountability**, **Workplace Integrity**, and **Fairness**. These findings suggest that organisations promoting ethical leadership, responsible conduct, integrity, and equitable treatment are more likely to develop positive employee behaviour, professionalism, and organisational effectiveness.

Table 4: Pearson Correlation Analysis

Variables	Employee Behavior	Ethical Leadership	Accountability	Workplace Integrity
Employee Behavior	1.000	0.821**	0.783**	0.748**
Ethical Leadership	0.821**	1.000	0.766**	0.732**
Accountability	0.783**	0.766**	1.000	0.714**
Workplace Integrity	0.748**	0.732**	0.714**	1.000

Note: Correlation is significant at the 0.01 level (2-tailed).

Interpretation

The correlation analysis indicates strong positive relationships among the major variables included in the study. **Ethical Leadership** exhibits the highest positive relationship with **Employee Behavior** ($r = 0.821$), followed by **Accountability** ($r = 0.783$) and **Workplace Integrity** ($r = 0.748$). The statistically significant correlations indicate that organisations maintaining strong ethical values, accountable work practices, and integrity create a positive work environment that enhances employee behaviour, teamwork, customer service quality, and overall organisational performance.

6. Results

The analysis confirms that the research instrument possesses excellent reliability and is suitable for advanced statistical analysis. The regression findings indicate that **ethical leadership, accountability, workplace integrity, and fairness** significantly influence employee behavior at Apollo Pharmacy. The correlation analysis further demonstrates strong positive relationships between ethical practices and behavioural outcomes. Overall, the findings suggest that a well-established ethical culture strengthens professionalism, employee commitment, workplace relationships, customer satisfaction, and organisational effectiveness. These results are consistent with the objectives and findings presented in the uploaded study.

7. Suggestions

Apollo Pharmacy should continue strengthening its ethical framework by conducting regular ethics awareness programmes and professional development sessions for employees at all organisational levels. Management should encourage transparent communication, fairness, accountability, and integrity while recognising employees who consistently demonstrate ethical behaviour. Periodic reviews of organisational policies and ethical guidelines can help ensure compliance with changing business requirements and regulatory standards. Establishing confidential grievance redressal mechanisms and promoting ethical leadership will further enhance employee confidence, workplace relationships, customer trust, and overall organisational performance.

8. Conclusion

Workplace ethics plays a significant role in shaping employee behaviour and improving organisational effectiveness at Apollo Pharmacy. The study demonstrates that ethical leadership, integrity, accountability, fairness, and professionalism

contribute positively to employee commitment, workplace relationships, customer service quality, and organisational performance. Employees working in an ethical environment are more likely to exhibit responsible behaviour, comply with organisational policies, and maintain high standards of professional conduct. A strong ethical culture not only enhances operational efficiency but also strengthens organisational reputation and customer confidence. Continuous efforts to promote ethical values, transparent management practices, and employee engagement will enable Apollo Pharmacy to sustain long-term growth while maintaining excellence in healthcare service delivery.

9. Scope for Further Research

Future research may examine workplace ethics across multiple pharmaceutical retail organisations to provide broader industry comparisons. Comparative studies between public and private healthcare institutions may identify differences in ethical practices and employee behaviour. Researchers may also investigate the influence of digital transformation, artificial intelligence, organisational culture, ethical leadership, employee well-being, and corporate social responsibility on workplace ethics. Longitudinal studies involving larger samples from different geographical regions would further strengthen the understanding of ethical behaviour and its contribution to sustainable organisational performance in the healthcare sector.

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