

---

**Ethical Behavior Challenges Facing Marketing Industries: A Case Study of  
Juba City Markets, South Sudan**

Dr. Opal Adwok Amon Ayiek (PhD)

Upper Nile University, Faculty of Human Development, Department of Business Administration

doi: 10.51505/IJEBMR.2023.7701

URL: <https://doi.org/10.51505/IJEBMR.2023.7701>

Received: June 12, 2023

Accepted: June 20, 2023

Online Published: July 06, 2023

**Abstract**

Company failures and penalties due to ethical shortcomings have increased the need to promote, encourage, and enforce ethical principles in organizations. Such enforcement helps reduce unethical practices, increase corporate social responsibility, and foster a sain business and collaboration environment. This article identifies the two most common types of ethics programs namely integrity-based and compliance-based ethics programs. After defining these terms, the article analyzes the key differences between them based on the phases of program management that include initiation, planning, implementation, and control. The article also synthesizes key findings related to staffing for the program's management, ensuring a fit between the selected program and the organization structure, implementing appropriate staff training, and deploying processes to evaluate the program. The article also presents some implications for organizations in the current business climate and critically analyzes prior quantitative studies that were focused on the implementation of ethics programs in various industries. In concluding the work presented, the article suggests some opportunities for further research related to a possible combination of the two types of integrity programs.

**Keywords:** Ethical Challenges Facing, Marketing Management Performance

**1. Introduction**

This study strived to draw the importance of investigating the ethical behavior challenges facing the business management of marketing industries in juba city markets. The ethical behavior of markets dealers is very crucial in its executing buying and selling process for the products. However business institutions need to be engaged in raising the quality of their ethical wellbeing. Leading administration need to be supporting in increasing business ethical behavior even individual traders in the markets. This help to increase the business volume of trade in markets. In this situation ethics is define according to the words of Herold Koontz (Koontz 1988) as “the discipline dealing with what is good and bad, with moral duty and obligations”. Thus personal ethics has been referred to as the rules by which individual lives his or her personal life. Ethics is asset of rules that defined right and wrong conduct. Its works with fundamental human relationships. (Koontz 1988).

Business ethics on the other side is application of general ethical rules to business behavior. If a society's ethical rules say that dishonesty is unethical and immoral, then any one in business who is dishonest is unethical and immoral. The classification of types of ethics are Meta ethics, Descriptive ethics, normative ethics, Virtue ethics, and Deontological ethics. In this study I am

taking into considering the Virtue ethics and Deontological ethic. Virtue ethics focuses on one's character determining or evaluating ethical behavior. Plato, Aristotle and Thomas Aquinas were major promoters of virtue ethics. Plato gave a scheme of four cardinal virtues viz. Prudence, Justice, Temperance, and Fortitude (Coverage). His believers Aristotle, Categorized the Virtues as moral and intellectual. He identified some of the moral virtues including wisdom. On the other hand Deontological ethics or duty ethics emphasize on the rightness and wrongness of the actions rather than the consequences of those actions. It believes that there are absolute standard against which moral questions can be judged, against these standards, certain actions are right while others are wrong regardless of the context of the act. For example theft is wrong, regardless of context in which theft was carried out. It ignore that sometimes wrong act is done to reach out to right consequences. (Moore 2004).

Ethical behavior is that which is accepted as “good” and “wrong” as opposed to “bad” or “wrong” in the context of the governing modal code. The test of ethics occurs when you or anyone encounters a situation that challenges personal values and standards. Often ambiguous and unexpected, these ethical challenges are inevitable, and everyone has to be prepared to deal with them, even marketers. Managers who lack a strong and clear set of personal ethics will find that decisions vary from situation to other. Those with solid ethical framework, ones that provide personal rule or strategies for ethical decisions making will act more consistent and confident. The foundations for strong ethical frameworks are honesty, fairness, and self-respect. These anchors can help us make ethical decisions even when circumstances are not clear and situational pressures are difficult. (John R. 2010).

Marketing as a subject its origin is traced back to early period of trade through exchange of goods in kind known as (barter trade system). Marketing also has evolved over a period time. It is one of recent developed subject as compare with other sciences. Marketing deals with activities in satisfying daily social and materials requirements, its emerge as result of satisfying social needs and wants through exchange of goods and services when trade was simple and involved little effort, before it could developed as what known today as marketing which is the total system of business activities designed to plan, price, promote, and distribute want-satisfying products to target markets to achieve organizational Objectives. On the other hand the term market stood for the place where buyers and sellers gather to exchange their goods, such as village square Kotler and Armstrong (2004).

## **2. Statement of the Problem**

This study emphasison ethical behavior challenges in business performance of marketing management. There are several acts which indicates that ethical problem exist in marketing works place, because of traders behavior in trying to achieve goals, which may be selling more goods in order to increase the profit. The act of bribery which is the act of giving money, goods or the forms of compensation to a recipient in exchange for alteration of their behavior. All are ethical difficulties that is common in business behavior. From a business perspective, this research would be to understand the attitudes and markets dealers and challenges behavior. It is to know the effectiveness of ethical behavior challenges in marketing in Juba City markets. Marketing problems often have far reaching effects on any company and if neglected can cause a great threat to continue existence of the company, especially in the promotion as aspect of corporate communication. (Giles 1997).

### 3. Objectives

The objectives are divided into:

#### 3.1. General Objectives

The major objective of this study is to determine the role of ethics behavior challenges in business management performance for markets to increase its volume of sale in order to achieved profit making. This can maintain the markets survival in the increase fluctuation of prices in market due current running inflation.

#### 3.2. Specific objectives of the study are:

3.2.1 – To explore how ethical challenges performance of marketers affect the business management efficiency in Juba City market

3.2.2 – To identify ethical concerns that market customers encounter when buying their daily to day needs.

3.2. 3 - To find out the conflicting interest of marketing and ethical behavior challenges of individual or companies which are dealing in business management.

3.2.4– To assess the main ethical challenges facing business community in performance their market activities in achieving target marketing responsibility.

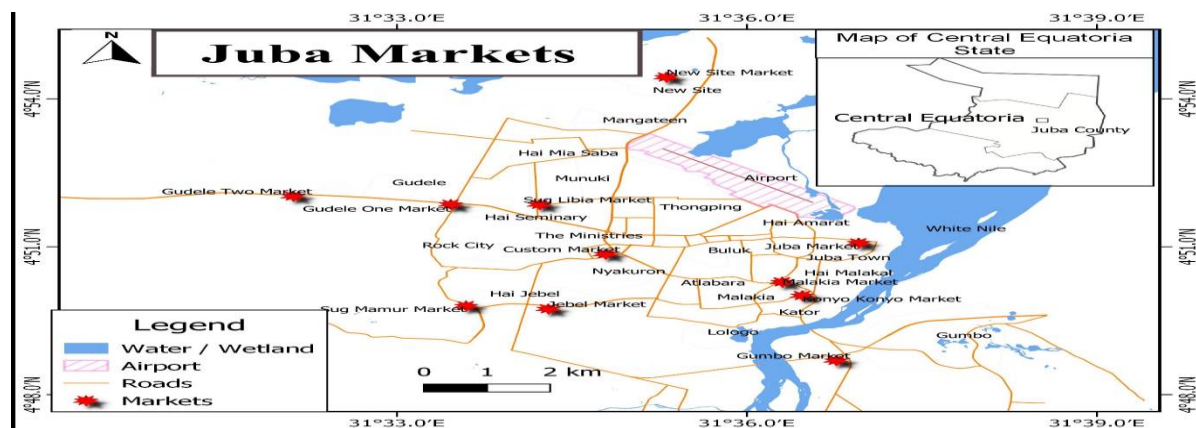
### 4. Materials

The materials that is use in this study include the Map of Juba City showing the locations of Juba City markets and diagram indicating markets and source of goods that are imported from neighboring countries.

### 5. Area of the study

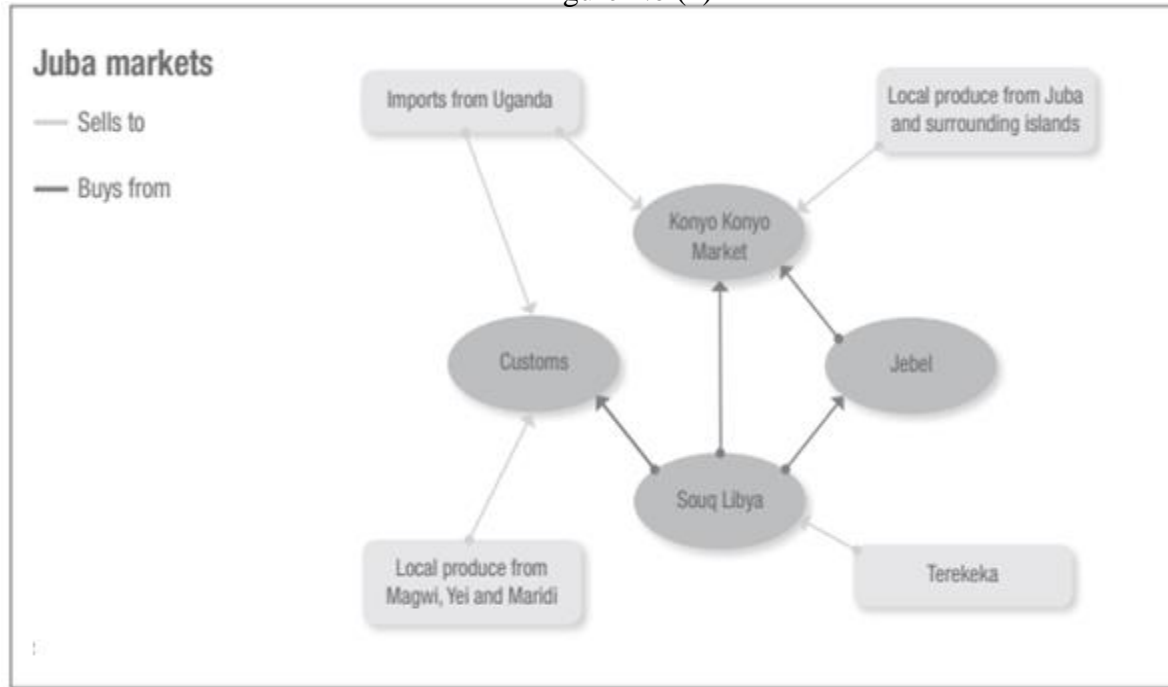
The area of study considered here is Juba city Markets. The study is to look at how these market was established and what are activities are being carry in connection with ethical behavior challenges facing them. This markets are shown below in Juba City markets map indicating where they are located.

Figure No (1)



Source. Field survey.

Figure No (2)



Source: World Bank (2015)

### 5.1. Historical Establishment of Juba City Markets

The establishment of Juba markets could be traced back to 1920/1921 when Greek merchants were supplying the British Army. This has played an early and central role in creation of the township by then. Before Comprehensive Peace Agreement 2005 (CPA) Juba City Markets were comprised of Juba town market, Konykony Market, Malakia Market, SUK Libya Market and Custom market. But after the (CPA) Juba city Markets has expanded and the following Market were developed, Jebel Market, Gudele (1) and Gudele(2), Suk Mamour market, new side market and Gumbo market were included in Juba City markets. There so many markets or shops along main roads including Pharmacies and Building material shops being rent by Somalian.

Juba has been described as undergoing an economic boom especially in the first five years and since independent (2011). The prospect of an economic boom has brought thousands of Merchants to Juba mostly from East Africa. As of October 2010, several regional and international business have established a presence in Juba. WorldBank report (2015)

### 5.2. Juba City Markets and marketing activities

Juba City Markets as seen in the Map above figure No (1) and diagramed figure No(2) these markets are described as follow:

#### 5.2.1. Juba Central market

Juba Central market is located in Juba town, most of activities in that markets are mainly financial provider's services institutions, Such as Banks, Insurance companies, and exchange

bureaux and some activities of restaurants being carried out by mostly Women plus transportation services. In that market most of trading building are owns by Sudanese and some South Sudanese who managed to buy from Sudanese trader who was trading in that market before independent. There in that market the activities owner are indigenous South Sudanese who engage in bureaux exchange and mobiles accessories sellers including some clothing shops and advocate offices. Also you get Black dollars exchange dealer in the Streets holding money in their hand.

#### 5.2.2. Konykony Market

This one of larger market in Juba City. Most of the traders are Sudanese who were there, before independent of South Sudan. Those traders are engage in clothing sellers, Cooking materials, mobiles accessories, and foods items, the local traders are dealing mainly in vegetables and dry foods items, beans, Maize flour, and transportation services. In that market there are whole selling activities in Containers the dealers of these business are Sudanese, and some Somalis.

#### 5.2.3. Malakia Market

This market is own by Sudanese who were there before independent, there marketing business industries is mostly building material, Cars spare parts, electronic items and some clothing selling. It is small market along the road leading to Kator area and the road leading to Juba University.

#### 5.2.4. Customs Market

It is the second market to Konykony market in term of its activities. The most marketing performance which are taking place in custom market are cloths selling, vegetables selling activities by women, and petty trader along the roads trading multiples sorts of goods being sold, most sellers are different communities and are indigenous South Sudanese, with except shops of building material along the road leading to rock city residential area own by Somalian.

#### 5.2.5. Jebel Market

Marketing activities in this market were all types of commodities but during 2013 incident the market was looted and all goods taken. Now it has reopen with small quantity of goods they are, cloths, carpentry material like beds, and vegetables selling activities by women, also building material are sold alongside roads, there is transportation services to various areas in Juba City.

#### 5.2.6. Suk Libya market in Munuki

This market was there before independent the trader who are working in this market are mainly Sudanese their **activities are**, electronic items, clothing selling, butchers who are selling meat, building materials, and vegetables selling activities by women. The shops in this market are owns by indigenous South Sudanese, and are rent from them by traders.

#### 5.2.7. Gudele (1) and Gudele (2) markets

In Gudele one you find Gudele central market in which most of its activities isvegetables selling owned by indigenous South Sudanese. Vegetables selling is done by women, in that market there is meat selling activities done by indigenous and along the road there building materials shops

rented by Somali communities. Gudele (2) market, the business industries is mainly, food items like Sugar, local maize flour and Vegetables selling. It is the larger market in that covering many areas, Guri, Joppa. Lokilili and luri area.

#### 5.2.8. Gumbo Market

It is the only market in eastern side of river Nile, its marketing activities is whole sale of Vegetables imported from Uganda and in that area there is Cattle buying and selling from Pibor and Bor and eastern Equatoria.

The other smaller markets include, **new side** market and Suk Mamur market are part of markets in Juba City. In **Juba City**, it is generally observed that in residential areas all small food items shops and other living necessities are owned by foreigners mainly Sudanese and Ethiopian. This trend of even may be dangerous one day if any problems occurred and closed without warning. Water tanker which are used for distributing water in residential area all over Juba city are owned or derived by foreigners Eritrean from Eretria. Also Hotels industries are dominated by foreigners who invested highly in that business, it is estimated that, there are (51) Hotels in Juba City and so many Lodges in residential areas especially old Juba areas.

## 6. Methods

The methods used in this study are:

### 6.1. Primary data source

The study takes into consideration the use of primary data as the main source of information. The data were gathered by the researcher from Juba City markets through application of questionnaire and interview. In this situation primary data are the most important source of aspect of information use for the analysis of research in order to reach to what is being investigated. A primary data as posted by John R. Burke (2014) is the one in which the designer was a direct witness or some other way directly involve in or related to even. Primary data contained the vital part of this study. The researcher has used observation method as part of getting deep knowledge about what is taking place in Juba City markets

### 6.2. Secondary Data source

This is a documentary source of data, these already developed for different purposes but researcher take Secondary source as the one that was developed from primary source, other secondary source, or combination of both. This data is use by researcher to strengthen the research in order to make a comprehensive support on how business ethics affect the market performance in the area being investigated. (Johnson R. Burke (2014).

### 6.3. Ethical Consideration

This study consider the use of primary and secondary data analysis for ethics consideration. The main purposed of study is purely academic. The marketing industry is often faced with pressure to collect, use and manage consumer personal data. Relevant indicators include invasion of privacy, unauthorized use of data, or lack of transparency in data collection practices, This ensure by the fact that information obtained or used will be kept in confidentiality or protection.

Permission to carry out the study in Juba City Markets has involves a set of ethics rules or promise that study information used here are purely and strictly meant for academic purposes The following indicates the analysis of the findings and presentation of the data collected from field work

**7. Discussion and Results**

In data analysis of the findings and descriptive statistics was employed for purpose of getting background of information about the respondents of markets in how to perform ethical behavior. This part presents the analysis of characteristic of the respondents of work experienceIt also presents the opinion of respondent on question like, Do you think that the moral and ethics are often used interchangeably, they can be distinguished as Challenges face by marketing management behavior?.

Table No (7.1 :) Work Experience of Respondents inMarketing with to Ethical Performance in Juba City

Duration	Frequency	Percentage
1-2 years	6	12%
2-3 years	12	24%
3-4years	22	44%
4-5 years	7	14%
Above 6 years	3	6%
Total	50	100.0

Source: field survey, 2023

According to the table No (7.1 :) above, the majority of respondents (44%) were in experience range of(3-4)years old follow by (24%) (2-3) years. While third was (14%) (4- 5) years, another 12% were experience range of (1-2)is follow by 6% represent those 6 years and above. This is a good indication that they are well informed about their jobs requirements and how ethical performance challenges is related to their jobs in the market.

Table No (7.2 :) Ethics are disciplined reflection on morality which constitutes the branches of philosophy which study moral questions

Ethics are disciplined reflection on moral	Frequency	Percentage
Agree	32	64%
Not sure	7	14%
Disagree	11	22%
Total	50	100.0

Source field survey, 2023

As can be noticed from the above table No (7.2) majority of the respondents (64%) have agreed that ethics are disciplined reflection on morality which constitutes the branches of philosophy which study moral questions, they can be distinguished. On the other hand, 22% of the respondents disagreed that ethics are disciplined reflection on morality which constitutes the

branches of philosophy which study moral questions, they can be distinguished. Those who are not sure were 22%. This result implies that the respondents they know that ethics has impacts on morality. The marketing industry needs to maintain content authenticity and avoid fraudulent practices that harm consumers. Watching for the spread of fake news, fake testimonials or dishonest reviews is to considered as vital.

Table (7.3:) Do you think that the moral and ethics are often used interchangeably, they can be distinguished as Challenges face by marketing management behavior?

Interchangeability of Moral and ethics	Frequency	Percentage
Agree	20	40%
Not Sure	17	34%
Disagree	13	26%
Total	50	100.0

Source field survey, 2023

From the table (7.3 :) above, majority of the respondents (40%) have agreed that the morality and ethics are often used interchangeably, they can be distinguished. On other hand, 26% of respondents disagreed that morality and ethics are often used interchangeably, they can be distinguished. Those who are not sure were 34%. This result implies that the respondents are not clear about the different morality and ethics and whether they can be used interchangeably. One of the main challenges is ensuring conformity between the advertisement and the truth of the product or service being offered. The problem is the tendency to make exaggerated, misleading or inaccurate claims in advertisements.

Table (7.4:) Do you think ethics is about behavior and ways of thinking, especially in situations where Marketing Performance behavioris affected and well-being of others?

Duration	Frequency	Percentage
Agree	25	50%
Not Sure	14	28%
Disagree	11	22%
Total	50	100.0

Source: field survey, 2023

As indicated by the above table No (7.4 :) Majority of the respondents (50%) have agreed that ethics is about behavior and ways of thinking, especially in situation where our choice may affect the dignity and well-being of others. On the other hand, (22%) of the respondents disagreed that ethics is about behavior and ways of thinking, especially in situations where our choice may affect the dignity and well-being of others. Those who are not sure were (28%). This result implies that the respondents are aware of what ethics means and how their ethics can affect others. Another challenge is ensuring that companies do not be engaged in unfair or unlawful competitive practices. Watching for are acts of monopoly, fraud, corruption or other anti-competitive practices is very important.



Table No (7.5:) Do you think that marketing ethical challenges often have far reaching effects on any marketing company and its neglect can cause great threat to the continuation of the business existence?

Duration	Frequency	Percentage
Agree	39	78%
Disagree	7	14%
Not sure	4	8%
Total	50	100.0

Source: field survey, 2023

From the study results of finding above, the majority that is 78% (39) of the respondents agreed with statement that marketing issues of ethical behavior have consequence on corporation and can cause a great threat to the continuation of the company in the business activities. On the other hand (14%) (7) Of the respondents disagreed about the correctness of the category. Moreover a small group (8%) (4) Of them were not sure if they can quit the business as the consequence of not complying with marketing ethical behavior challenges. The analysis of the result shows most of the respondents think that marketing ethical behavior always have negative effect on any business firm and its neglect can result a great threat to it continue existence of the business in the market industries.

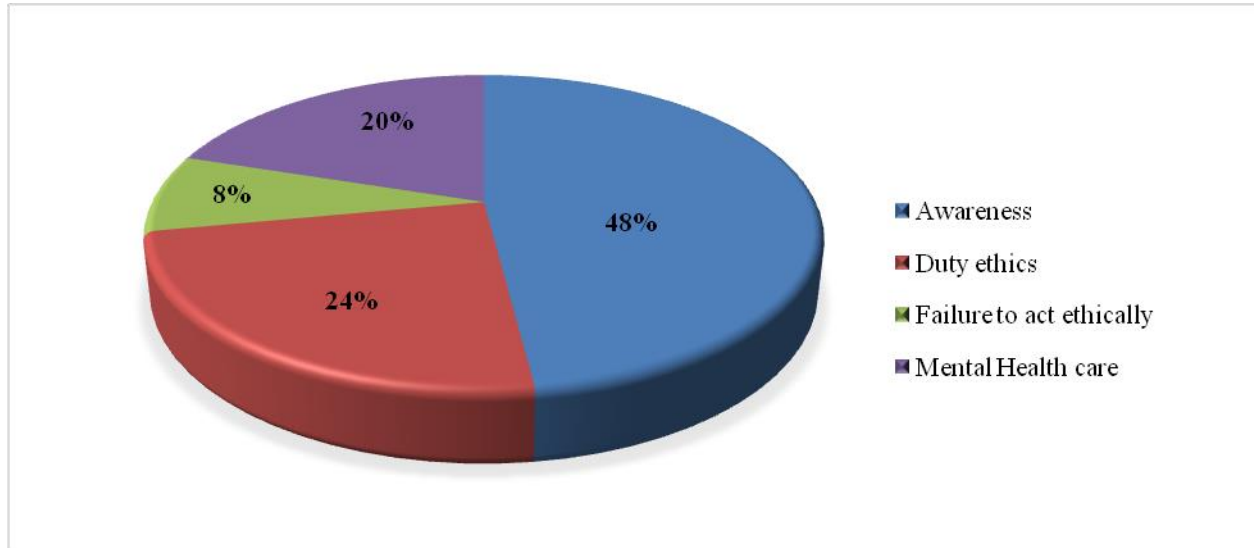
Table (7.6:) Indicates which of the following ethical challenges facing business performance management in the markets

Response	Frequency	Percentage
Awareness	24	48%
Duty ethics	12	24%
Failure to act ethically	4	8%
Mental Health care	10	20%
Total	50	100

Source: field survey, 2023

Base on indication of table No( 7.6:) above, majority of (48%) 24 respondents stated that awareness are challenges facing ethics in administration of Juba City marketing. While the respondents (24%) (12) stated that Duty Ethics are another challenges facing ethics in administration of Juba City marketing. On the other hand, those who stated mental health care and failure to respect of customers behavior are challenges for administration of Juba City Market were 8% and 20% respectively. This result implies that administration of Juba City Market is doing enough to improve duty ethics, and awareness in marketing activities. Another challenge is ensuring that companies have strong social and environmental responsibility in all their marketing activities. Lack of sustainability in supply chains, unfair labor practices or neglect of environmental issues should be treated in the way that can avoid it occurrence.

Figure No. (1) Indicates the characteristic of ethical challenges facing business performance management in the markets.



Source: field survey, 2023

Table No (7.7.): The following are role of the played by ethics behavior challenges performance in marketing industries

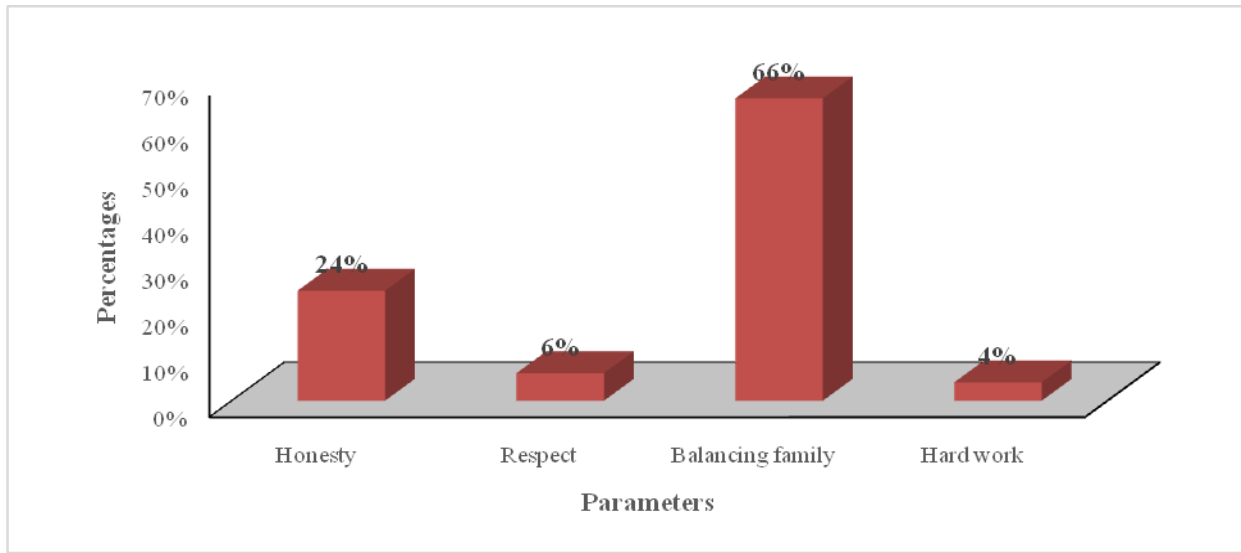
Response	Frequency	Percentage
Honesty	12	24%
Respect	3	6%
Balancing family	33	66%
Hard work	2	4%
Total	50	100

Source: field survey, 2023

As revealed by the table No(7.7:) above, majority of the respondents (66%) have stated that balancing family life with the role played by ethics behavior challenges performance in marketing industries. Followed by 24% stated honesty is important, those who said hard work were 6% and lastly stated 4% stated respect. This result implies that ethical behavior for marketing industries played a great role of performing challenge which are shown by the quality of ethics. The use of influencers in marketing strategies has become popular, but it also poses ethical challenges. Companies need to ensure that the influencers they engage have integrity and adhere to ethical guidelines. Relevant indicators include unclear disclosures about payments or sponsorships, as well as the use of influencers that do not match the company’s values. In addition the marketing industry is often faced with pressure to influence consumer behavior in ways that not always be ethical. The tendency is not to use persuasive techniques that exploit

consumers’ ignorance or vulnerability, as well as an emphasis on unhealthy body image or harmful social stereotypes, can cause unethical behavior.

Figure No. (2). Indicate the role of the played by ethics behavior challenges performance in marketing industries



Source: field survey, 2023

**8. Juba Markets ethical behavior Characteristics**

Although the analysis of research shows positives of all respondents for ethical awareness yet, the following are some observation which characterized unethical behavior.

8.1. Juba markets are characterized by high prevalence of unethical behavior due to the factmost of traders are Foreigners, they are pricing their commodities for high profit to covers the money they lose through bribers and compensation.

8. 2. Because of motives of marketers enriching themselves, they give inform of bribers to the taxes collecting authority in order not pay taxes to government; this constitute unethical behavior

8.3. City council officials charged more money to the markets owners as punishment of not paying taxes and other markets charges in time e.g. garbage collection fees

8.4. Marketing industry is characterized by facing the ethical challenges regarding the impact of products and business practices on society and environment. Unethical practices including green washing (false claims about sustainability).

8.5. Because of a lot of checkpoints along the roads and river Nile done by security personal and outlaws creating a high prices charge by traders. This is unethical behavior by all of them because lack of qualities of ethical behavior although they expressed above in the last analysis.

**8.3. Conclusion**

In conclusion the ethical behavior of markets industries is very important in its implementing buying and selling process for the products. Business organizations need to be empower in raising the quality of their ethical conditions. In this situation the management need to

beencourage in increasing business ethical behavior even individual traders, in the markets. From study explanation the test of ethics occurs when you or anyone encounters a situation that challenges personal values and standards. Often ambiguous and unexpected, these ethical challenges are inevitable, and everyone has to be prepared to deal with them, even marketers. Managers who lack a strong and clear set of personal ethics will find that decisions vary from situation to other.; the research consider the historical development of marketing and markets activities, locations in Juba City. The emphases of its characteristics is also considered.

### **9. Acknowledgement**

My acknowledgement goes to those who contributed to help in producing this paper. I would like to express my gratitude to colleagues in Upper Nile University for endless encouragement they have given to me. I would like to think and acknowledging Mr. Emmanuel otto who really was instrumental helpful in producing this research. In the same way I am indebted to express my acknowledgement to Mr. Isaac Deng in helping me with advice.Thanks goes to my God the Almighty that has kept me in good health.

### **10. References**

- Frederick William Crittenden (1988) Business and society 6<sup>th</sup> edition McGraw-hill series Singapore.
- Johnson R. Burk, and Larry Christensen (2014) Educational Research Quantitative, Qualitative, and Mixed Approaches 5<sup>th</sup> edition SAGE New Delhi/New York
- John R. Schermerhorn JR (2010) Introduction to Management international student version 10<sup>th</sup> edition printed at Sheer Maity printers,
- Giles M.R. (1997) Digenesis A Quantitative perspective. Implications for Basin Modeling and A Rock property prediction. Xvii + 526PP. Dordrecht, Boston, London: Kluwer.
- Nunan, D., Malhotra, N. K., & Birks, D. F. (2020). *Marketing Research*. Pearson
- Schuler, R. S., & Jackson, S. E. (1987). Organizational strategy and organization level as determinants of human resource management practices. *People and Strategy*, 10(3), 125.
- Members of Board of Directors. (2017). Strategic policy Framework (2017-2020). Printed by universal printers company limited.
- Harold Koontz & Heinz Weihrich (1983): Management, McGraw. Hill New York
- William C. Frederick, Keith Davis & James E. Post: Business and society, corporate Strategy, public Policy & ethics, (6<sup>th</sup>/Ed 1988) McGraw-Hill
- Laura P. Hartman, Joseph Des. Jardin, Chris MacDonald, (2013) Business Ethics 3<sup>rd</sup> edition McGraw- Hill
- Irina Mosel and Emily Henderson, (2015), marketing in Crises: South Sudan case study HPG Humanitarian Policy Group.