IMPACT OF ORGANIZATIONAL ETHICS ON EMPLOYEE PERFORMANCE (A STUDY OF ABIA STATE CIVIL SERVICE COMMISSION, UMUAHIA)

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Abstract
This study was anchored on the impact of organizational ethics on employee performance, a study of Abia State Civil Service Commission. The specific objectives of the study were to; examine the effect of corporate ethics on organizational effectiveness, investigate the impact of corporate values on organizational performance, determine the effect of learning on organisational market share and ascertain the challenges hindering the implementation of ethics in an organization. The study was guided by a descriptive survey design because it gives detailed information about issues, problems, events and describes events as they are. Both primary and secondary data were used. The population of the study was 150 employees and the sample size of 109 respondents was obtained using Taro Yamane sampling techniques. The researcher used questionnaire for data collection. The data gathered for the study was analyzed using descriptive analysis. Pearson correlation was used to test hypotheses with the aid of statistical packages for social sciences (SPSS).The empirical result of the study showed that there was positive effect of corporate ethics on organizational effectiveness. Also, corporate values had a positive impact on organizational performance. The study recommended that since the study showed that there was positive effect of corporate ethics on organizational effectiveness, bank managers should make and implement policies that will encourage corporate ethics in the organization.

Keywords: Organizational Ethics, Employee Performance, Corporate Ethics, Organizational Effectiveness, Corporate Values, Organizational Performance, Learning, Organisational Market Share

Introduction
Background of the Study

Organizational ethics are the policies, procedures and culture of doing the right things in the face of difficult and often controversial issues. Organizational ethics are the principals and standards by which businesses operate. They are best demonstrated through acts of fairness, compassion, integrity, honor and responsibility. The key for business owners and executives is ensuring that all employees understand these ethics. One of the best ways to communicate organizational ethics is by training employees on company standards (QiuandPeschek, 2013).

Organizational ethics express the values of an organization to its employees and/or other entities irrespective of governmental and/or regulatory laws. Ethics are the principles and values used by an individual to govern his or her actions and decisions. An organization forms when individuals with varied interests and different backgrounds unite on a common platform and work together towards predefined goals and objectives. A code of ethics within an organization is a set of principles that is used to guide the organization in its decisions, programs, and policies. An ethical organizational culture consists of leaders and employees adhering to a code of ethics (Salau, FaiolaandAkinbode, 2014).

An organization's ethical philosophy can affect the organization in many ways including its reputation, productivity, and the bottom line of the organization. Ethics within an organization can offer many benefits. A positive ethical corporate culture improves the morale among the workers in an organization, which could increase productivity, employee retention and loyalty Higher productivity improves the efficiency of the organizations and increased employee retention reduces the cost of replacing employees. Other essential benefits of an ethical culture include better internal communication and wider community development through corporate social responsibility (Kremelberg, 2011).

Organizations that lack ethical practices as a mandatory basis of their business structure and corporate culture, have commonly been found to fail due to the absence of business ethics. Organizations focusing on encouraging ethical practices are commonly viewed with respect by their employees, the community, and corresponding industries. Ethical business practices of organizations have resulted in a solid financial bottom-line. This has been seen through greater sales and increased revenue by companies retaining talented personnel and attracting new skilled employees. More importantly, an ethical organization will have the ability to retain employees that are experienced and knowledgeable (generally referred to as human capital). This human capital results in less employee turnover, less training time for new employees, and greater output regarding services or production of goods (Ongori, 2007).

Organizations are constantly striving for a better ethical atmosphere within the business climate and culture. Businesses must create an ethical business climate in order to develop an ethical organization. Otherwise said, companies must focus on the ethics of employees in order to create an ethical business. Employees must know the difference between what is acceptable and unacceptable in the workplace (Adeniji andOsibanjo, 2012).
Ethical people are those who recognize the difference between right and wrong and consistently strive to set an example of good conduct. In a business setting, being ethical means applying principles of honesty and fairness to relationships with coworkers and customers. Ethical individuals make an effort to treat everyone with whom they come in contact as they would want to be treated themselves (Abiodun, Osibanjo, Adeniji andIyereokojie, 2014).

Ethical consideration in labor management relationship is a concomitant for organizational development. For high productivity, it's important that all stakeholders observe ethical conducts in their dealings with one another. This must be openly displayed through positive attitudes; committed teamwork, high integrity and self-discipline. The above mentioned variables serve as indicators of organizational development. This implies that efforts must be made to ensure and observe etiquette and ethical conducts within work centers for the expected goals of the complex organization to be attained. Absence of etiquette in work places has created among the employees attitude, which may hinder productivity (Ogunbameru, 2004).

Statement of the Problem

Man's abysmal failure to uphold ethical behaviour within the framework of employment relationship, necessitates continuous interrogation of the complex issues, which arise from the asymmetry between productivity and employees' commitment.
Lack of ethical behaviours in organizations affect employee relations. When a manager or head of a business exhibits a lack of ethical behavior, he faces losing the respect of his employees. It is difficult to have a successful business without well-respected leaders. A lack of ethical behavior can also cause tension among employees, with some employees resenting those who do not play by the rules and still manage to get ahead. Unethical behavior in the workplace also has the potential to lead to a lack of trust among employees, which is detrimental to a business that relies on collaboration and a sense of community.
It leads to damage to company credibility. If a lack of ethics in a business becomes public knowledge, that business loses credibility. While some businesses survive public knowledge of a lack of ethics through reimaging and advertising campaigns, many lose a key customer base. Even if a business

recovers from news about its lack of ethics, it takes a lot of time and money to restore its image and consumer confidence. Customers that abandon a company because they are dismayed by poor ethical practices will find other products and services to meet their needs. Those customers are difficult to win back, even after ethical lapses are a thing of the past.

Often a lack of ethics appears because of poor planning and faults elsewhere in the business. To prevent unethical behavior, set realistic goals for employees. If employees are expected to meet unreachable quotas and goals, they could engage in unethical behavior to attempt to reach those goals. Consistently monitor employee performance. Employees left unmonitored sometimes slack in their performance and take credit for completing tasks that were left uncompleted. Properly train all employees. Untrained employees often cut corners and make excuses for not completing work up to the standards the business requires.

The behaviour of employees affects their performance in many ways and often without the consciousness of the employees themselves. While job satisfaction, organizational commitment and employee engagement usually lead to increased performance, negative behaviour like absenteeism, lateness and theft can have the opposite effect on the organization's performance. abia state civil service commission is one of such organization whose performance is affected by employee behaviour since its establishment. The employees of the organization exhibit behaviour like job satisfaction, organizational commitment, employee engagement, lateness, absenteeism and theft which lead to either high or low performance of the organization.

Employees who are not satisfied, committed and engaged in their work are difficult to work with. They are like mosquitoes that suck the blood of their victims. That is, they hinder the creation of positive ideas and infect their co-workers with their bad behavior, (Judge and Church, 2000). An individual in a working team who repetitively displays negativity or complains about everything prevents other employees to share ideas that could have positive influences on work and performance. This is believed to have led to low organizational performance. It is against this backdrop that this study intends to examine the impact of organizational ethics on employee performance of Abia State Civil Service Commission.

Objectives of the Study

The main objective of this study is to examine the impact of organizational ethics on employee performance, a study of Abia State Civil Service Commission. The specific objectives of the study were to;

i. examine the effect of corporate ethics on organizational effectiveness
ii. investigate the impact of corporate values on organizational performance

Research Questions

i. What are the effect of corporate ethics on organizational effectiveness?
ii. Doe corporate values impact on organizational performance?

Research Hypotheses

$H0_1$: There is no significant effect of corporate ethics on organizational effectiveness.
$H0_2$: Corporate values has no significant impact on organizational performance.

Review of Related Literature
Conceptual Framework
Organizational Ethics

Ethics refers to principles that define behavior as right, good and proper. Such principles do not always dictate a single "moral" course of action, but provide a means of evaluating and deciding among competing options. Ethics is concerned with how a moral person should behave, whereas values are the inner judgments that determine how a person actually behaves. Values concern ethics when they pertain to beliefs about what is right and wrong. Most values, however, have nothing to do with ethics. For instance, the desire for health and wealth are values, but not ethical values. Importance of advertising is significant but on the other hand, one cannot avoid its bad impact on the society and culture (Simons, 2002).

- Ethics describes a generally accepted set of moral principles
- Morals describe the goodness or badness or right or wrong of actions.
- Values describes individual or personal standards of what is valuable or important (Zheng, Sharanand Wei, 2010).

Most people have convictions about what is right and wrong based on religious beliefs, cultural roots, family background, personal experiences, laws, organizational values, professional norms and political habits. Ethical values such as trustworthiness, respect, responsibility, fairness, caring and citizenship personal and professional beliefs vary over time, among cultures and among members of the same society. They are a source of continuous historical disagreement, even wars. There is nothing wrong with having strong personal and professional moral convictions about right and wrong, but unfortunately, some people are "moral imperialists" who seek to impose their personal moral judgments on others. The universal ethical value of respect for others dictates honoring the dignity and autonomy of each person and cautions against self-righteousness in areas of legitimate controversy (Sokefun, 2004).

Ethical Behavior and Employee Relations

Ethical behaviour and the employment relations in any work organizations is very crucial for general development, the production of goods and services, both for domestic consumption and international trade or exchange, creation of national wealth, the attainment of political stability and the inclusive benefits of sustainable human developments. Organizations adhering to ethical standards determine the well-being of all the stakeholders, the organization's productivity and the subsequent profitability, as well as the macroeconomic growth and development of the nation (Zheng, Sharanand Wei, 2010).
Ethics as "the science which deals with morals" Ethics is the systematic study of the fundamental principle of the moral law; or as normative science of human conduct. This implies that ethics is basically a normative science, as distinct from the descriptive or empirical sciences. Moral principles that form the subject matter of ethics are about the way people ought to behave in terms of the commitment to their work and their team, integrity and being self-disciplined. It follows that ethics, primarily is the critical investigation of the norms of conduct to which human actions ought to conform (Velasquaez, 2002).

The Importance of Ethics in Organizations

- **Builds a Positive Corporate Culture**

An organization devoting resources to developing policies and procedures that encourage ethical actions builds a positive corporate culture. Team member morale improves when employees feel protected against retaliation for personal beliefs. These policies include anti-discriminatory rules, open door policies and equal opportunities for growth. When employees feel good about being at work, the overall feeling in the organization is more positive. This breeds organizational loyalty and productivity, because employees feel good about showing up for work.

- **Boosts Consumer Confidence**

An organization can lose consumer confidence very quickly with a few bad online reviews. Organizations have to retain consumer loyalty through ethical practices that start with fair and honest advertising methods and continue through the entire sales process. One area that organizations can lose consumer confidence is failing to honor guarantees or negatively deal with complaints. This is why consistent policies and employee training is imperative. Companies must direct employees on how to treat customers according to its core values (Pattison and Edgar, 2011).

When an organization takes the time to identify what is important to consumers and its target market, it is better able to set value statements and protocols to meet higher ethical standards. For example, a coffee distributor that focuses on fair trade and farming sustainability, builds a brand supporting environmental and social responsibility.

- **Reduces Financial Liabilities**

Organizations that don't develop policies on ethical standards risk financial liabilities. The first liability is a reduction in sales. For example, a real estate development company can lose customer interest and sales if its development reduces the size of an animal sanctuary. This doesn't mean a company must abandon growth. Finding an ethically responsible middle ground is imperative to sway public opinion away from corporate greed and toward environmental responsibility (Rajendran and Raduan, 2005).

- **Minimizes Potential Lawsuits**

The second area of financial liability exists with potential lawsuits. No organization is exempt from a disgruntled employee or customer who claims discrimination. Sexual discrimination in the workplace is costing CEOs, politicians and celebrities their livelihood because they are not appropriately dealing with accusations and harassment claims. Organizations must maintain policies and procedures addressing various types of harassment and discrimination. Moreover, organizations must remain consistent in the execution of policies dealing with accusations. This helps reduce frivolous lawsuits that could bankrupt smaller organizations.

Advantages of Ethical Behavior in Business

- **Build Customer Loyalty**

Consumers may let a company take advantage of them once, but if they believe they have been treated unfairly, such as by being overcharged, they will not be repeat customers. Having a loyal customer base is one of the keys to long-range business success because serving an existing customer doesn't involve marketing cost, as does acquiring a new one (Robbins and Judge 2007).

- **Enhance a Company's Reputation**

A company's reputation for ethical behavior can help it create a more positive image in the marketplace, which can bring in new customers through word-of-mouth referrals. Conversely, a reputation for unethical dealings hurts the company's chances to obtain new customers, particularly in this age of social networking when dissatisfied customers can quickly disseminate information about the negative experience they had (Obasi, 2003).

- **Retain Good Employees**

Talented individuals at all levels of an organization want to be compensated fairly for their work and dedication. They want career advancement within the organization to be based on the quality of the work they do and not on favoritism. They want to be part of a company whose management team tells them the truth about what is going on, such as when layoffs or reorganizations are being contemplated. Companies who are fair and open in their dealings with employees have a better chance of retaining the most talented people. Employees who do not believe the compensation methodology is fair are often not as dedicated to their jobs as they could be (Noe, Hollenbeck, Gerhartand Wright, 2004).

- **Positive Work Environment**

Employees have a responsibility to be ethical from the moment they have their first job interview. They must be honest about their capabilities and experience. Ethical employees are perceived as team players rather than as individuals just out for themselves. They develop positive relationships with coworkers. Their supervisors trust them with confidential information and they are often given more autonomy as a result (Obasi, 2003).

Employees who are caught in lies by their supervisors damage their chances of advancement within the organization and may risk being fired. An extreme case of poor ethics is employee theft. In some industries, this can cost the business a significant amount of money, such as restaurants whose employees steal food from the storage locker or freezer.

- **Avoid Legal Problems**

At times, a company's management may be tempted to cut corners in pursuit of profit, such as not fully complying with environmental regulations or labor laws, ignoring worker safety hazards or using substandard materials in their products. The penalties for being caught can be severe, including legal fees and fines or sanctions by governmental agencies. The resulting negative publicity can cause long-range damage to the company's reputation that is even more costly than the legal fees or fines. Companies that maintain the highest ethical standards take the time to train every member of the organization about the conduct that is expected of them (Adeyeye, 2010).

Organisational Learning

Organizational learning is the process of creating, retaining, and transferring knowledge within an organization. An organization improves over time as it gains experience. From this experience, it is able to create knowledge. This knowledge is broad, covering any topic that could better an organization. Examples may include ways to increase production efficiency or to develop beneficial investor relations. Knowledge is created at four different units: individual, group, organizational, and inter organizational. The most common way to measure organizational learning is a learning curve. Learning curves are a relationship showing how as an organization produces more of a product or service, it increases its productivity, efficiency, reliability and/or quality of production with diminishing returns. Learning curves vary due to organizational learning rates. Organizational learning rates are affected by individual proficiency, improvements in an organization's technology, and improvements in the structures, routines and methods of coordination (Adeyeye, AinaandIge, 2012).

Corporate Ethics

Business ethics (also known as corporate ethics) is a form of applied ethics or professional ethics, that examines ethical principles and moral or ethical problems that can arise in a business environment. It applies to all aspects of business conduct and is relevant to the conduct of individuals and entire organizations. These ethics originate from individuals, organizational statements or from the legal system. These norms, values, ethical, and unethical practices are what is used to guide business. They help those businesses maintain a better connection with their stakeholders (Bryman and Emma, 2003).

Business ethics refers to contemporary organizational standards, principles, sets of values and norms that govern the actions and behavior of an individual in the business organization. Business ethics have two dimensions, normative business ethics or descriptive business ethics. As a corporate practice and a career specialization, the field is primarily normative. Academics attempting to understand business behavior employ descriptive methods. The range and quantity of business ethical issues reflects the interaction of profit-maximizing behavior with non-economic concerns (Akintayo D. I. (2010).

Corporate Values

The core values of an organization are those values we hold which form the foundation on which we perform work and conduct ourselves. We have an entire universe of values, but some of them are so primary, so important to us that through out the changes in society, government, politics, and technology they are still the core values we will abide by. In an ever-changing world, core values are constant. Core values are not descriptions of the work we do or the strategies we employ to accomplish our mission. The values underlie our work, how interact with each other, and which strategies we employ to fulfill our mission. The core values are the basic elements of how we go about our work. They are the practices we use (or should be using) every day in everything we do (Aluko, 2007).

Challenges Hindering the Implementation of Ethics in an Organization

According to Arnold (2009), the following are the challenges hindering the implementation of ethics in an organization;

- **Knowledge-Sharing Barrier**

In today's dynamic competitive market, companies need to develop and share new knowledge to solve competitive problems. There is a link between sharing knowledge and solving business problems. A dysfunctional culture is a barrier to effective knowledge sharing and organizational learning.

- **Self-Interest and Commitment**

It is in the interest of the company to develop a culture of loyalty and cooperation. However, a hierarchical authority structure sets employees vying for more power and compensation. This can create unnecessary internal competition and distract from attaining organizational goals.

- **Corporate Governance**

Sometimes in response to intense competitive pressure or corporate greed, companies develop a culture that condones unethical and immoral competitive behavior. Many corporate scandals are rooted in the mentality that the only focus of the business should be on winning the competitive race at any cost. Defining competitive tactics at the gray area between the unethical and the illegal can lead to regulatory backlash and the demise of the business (Arveyand Jones, 2005).

- **Subcultures**

Analyzing corporate culture is difficult because employees are subject to different cultural influences. Subgroups in the company may have their own cultures. Plurality of cultures in an organization is accentuated when there is less interaction between different groups. Conflicting values in the organization can reduce synergies between different departments and ultimately reduce organizational effectiveness.

- **Invisible Culture**

Corporate culture has both visible and invisible levels. The visible level of culture includes mottoes, dress codes and physical settings. The invisible level includes underlying values, beliefs and attitudes. It is easy to ignore the invisible level of culture, but this level has an important impact on organizational change efforts (Charles-Pauvers and Wang, 2006).

Organizational Effectiveness

Organization effectiveness is the efficiency an organization, group, or company can meet its goals. How an organization produces its set quota of products, how much waste it produces, or how efficient its processes fall under organizational effectiveness. Since Six Sigma is a methodology that focuses on improving the overall efficiency of a business process, it's easy to see how the two terms are related. It is the concept of how effective an organization is in achieving the outcomes the organization intends to produce. Organizational Effectiveness groups in organizations directly concern themselves with several key areas (Bergman, 2006)

Organizational Performance

The concept of organizational performance is the comparison of an organization's goals and objectives with its actual performance in three distinct areas financial performance, market performance, and shareholder value. Financial performance refers to an organization's results with regard to return on investment and return on assets. The market performance refers to a company's ability to make and distribute their outputs in the most cost effective way and to set a price that returns a reasonable amount to suppliers. In addition, market performance refers to the ability of a company to meet the demands and expectations of consumers regarding the good or service produced. Some organizations also measure market performance with regard to how great a share of the market they possess relative to their competitors, and some measure their ability to achieve social responsibility (or stewardship of the environment and responsibility to the community). Finally, shareholder value refers to the value of what a person holding shares in the firm possesses. These three measures determine whether an organization is meeting its goals.

Organisational Market Share

Market share is the percentage of a market (defined in terms of either units or revenue) accounted for by a specific entity. Marketers need to be able to translate and incorporate sales targets into market share because this will demonstrate whether forecasts are to be attained by growing with the market or by capturing share from competitors. The latter will almost always be more difficult to achieve. Market share is closely monitored for signs of change in the competitive landscape, and it frequently drives strategic or tactical action. Increasing market share is one of the most important objectives of business. The main advantage of using market share as a measure of business performance is that it is less dependent upon macro environmental variables such as the state of the economy or changes in tax policy (Biljana, 2004).
Market share represents the percentage of an industry, or market's total sales, that is earned by a particular company over a specified time period. Market share is calculated by taking the company's sales over the period and dividing it by the total sales of the industry over the same period. This metric is used to give a general idea of the size of a company in relation to its market and its competitors (Camilleri, 2002).

Theoretical Framework
Agency Theory

Agency theory was propounded by Stephen Ross and Barry Mitnick in the year 1976. Agency theory is a management approach where one individual (the agent) acts on behalf of another (the principal) and is supposed to advance the principal's goals. The agent therefore advances both the principals' interests and his own interests in the organization. A balance of these interests should be merged in order to arrive at the corporate objectives of the organization through the agent because he/she is in charge of the vast resources of the organization.

Laffort and Martimost (2002) contends that the agency theory of strategic Management is so crucial since the action chosen by a particular individual (the agent) affects not only one, but several other parties (the principals). Hence, the agents’ role in strategic formulation and the overall strategic management process cannot be underestimated. They say that the firm is often characterized as a nexus of both explicit and implicit contracts linking the management and its different stakeholders, including claimholders, workers, unions, customers, suppliers and the state among others. The Agency Theory holds the view that there should be proper synergy between the management and its stakeholders in order to work towards a common goal. The Agency Theory has also been described as the central approach to managerial behavior.

Rugman, and Verbeke (2008) says that the Agency Theory is used in the managerial literature as a theoretical framework for structure and managing contract, which is among the emerging issues in strategic management. It therefore explains the behavior of principals and agents relationships in performance contracting in management.
The agency theory tends to take precedence against other strategic management theories. Krueger (2004) in his paper in strategic management and management by objectives says that the plethora of strategy implementation is the agency theory in practice at all levels of the strategic management process. He contends that starting from the corporate strategy to operational strategy the objectives designed at all these levels must be supervised by the agents or managers for the organization to achieve its objectives management by objectives which observes that organization must formulate objectives at all strategic hierarchy levels.

Participatory Management Theory

Participatory management theory was propounded by Kurt Lewin in the year (1947). The participatory management theory emphasize concerns with the delegation of decision-making authority to employees. Participatory management has cut across many disciplines such as public administration, urban planning and public policy making. This theory does much more than recognize that employees ought to be able to recommend changes or course of action, but rather reflect that authority should be transferred to and shared with employees (Andrea, 2005).

The belief in this theory stems from understanding what the culture of an organization or firm represents. Conceptually, organizational culture is thought to represent a symbolic and ideal system composed of value and norms implemented by its founders, then shared and reflected to influence behaviors of its members or employees. The culture of the organization is in turn used to guide the meaning of the organization’s work. Participatory management is a shift in the management paradigm from a top-down approach to a more self-facilitated and self-sustained approach. Employees are given the freedom and responsibility, accompanied by all the necessary tools needed to delegate decision-making, authority and evaluations of foreseeable/unforeseeable problems. One tool in participative management is implementing the contingency theory approach. This theoretical approach acknowledges that every problem is different, therefore every problem requires different approaches and solutions. Principles of participatory management consist of fundamental ideas that seek to empower and enhance the employees’ understanding of problems as to explore and generate the greatest potential solutions embodying the ideas of democratic inclusions and participation (Cuitiene, 2012).

Resource Base View Theory

Resource Base View Theory was propounded by Peteraf in the year 1993. The resource-based theory (RBT) underlines the organization's assets as the critical determinants of competitive advantage and performance. It takes into account two assumptions in researching advantages of performance. First, this model assumes that firms within an industry (or within a strategic group) may be heterogeneous with respect to the bundle of resources that they control. Second, it assumes that resource heterogeneity used to implement firms' strategies are not perfectly mobile across firms (i.e., some of the resources cannot be traded in factor markets and are difficult to accumulate and imitate).
As indicated by Barney (1991), a firm resource must, in addition, be valuable, rare, and imperfectly imitable and substitutable in order to be source of a sustained competitive advantage. In her 1993's paper, Peteraf presents four conditions underlying sustained competitive advantage: superior resources (heterogeneity within an industry), ex post limit to competition, imperfect resource mobility and ex ante limits to competition. The RBT has developed very interesting contributions, among others, with regard to imitation with the concepts of isolating mechanisms, time compression diseconomies, asset mass efficiencies, and causal ambiguity (Dierickx and Cool, 1989).
The "resource view ", contends with company's interior assets and abilities are the best source of company assets over different firms. It applies an arrangement of rules to figure out which of those assets speak to qualities or shortcomings which assets produce central skills that are source of company assets. These rules get from the possibility that resources are more significant when they are; basic to satisfying a client's need superior to that of rivals; rare consequently hard to find, or without substitutes or are difficult to mimic; appropriable thus all benefits are held by the organisation; and when they are strong or feasible after some time (Munge, 2014).

An approach to strategy with this view then seeks to find or develop distinctive competencies and resources, applying them to produce superior value. To the degree that these capabilities can be kept extraordinary, to the firm, they can be utilized to build up an upper hand. The resources and capabilities of a firm are the central considerations in formulating its strategy: they are the primary constants upon which a firm can establish its identity and frame its strategy, and they are the primary source of the organisation's profitability. The key to a resource based approach to strategy formulation is an understanding of the mechanisms through which competitive advantage can be sustained over time. This requires the design of strategies which exploit to maximum effect the firm's unique characteristics. This theory is of significance for the study to understand whether there exists unique resources and capabilities in the bank gives it an edge when implementing strategies in a manner that influences the performance positively.

Empirical Review

Adeyeye, Adeniji, Osinbanjo and Oludayo, (2015) carried out a study on the effects of workplace ethics on employees and organisational productivity in Nigeria. The main objective of the study was to examine the effects of etiquette and unethical behaviour on employee commitment and productivity in Nigeria. A descriptive survey research method was adopted for the study using one hundred and eleven valid questionnaires, which were administered on Employees in Government Establishments, Organised Private Sector, Indigenous, Asian and Lebanese Companies operating in Ikeja, Oshodi, Ikorodu, Isolo and lganmu Industrial Estates of Lagos State, Nigeria. Secondary data as well as documented evidence were also reviewed and used for the study. The sampling procedure was carried out randomly. The data collected were analyzed through Structural Equation Modelling and supported by descriptive statistics. Each item was based on a 5-Point-Likert scale. AMOS 22 was adopted in testing the study hypotheses; the data was presented with the use of SPSS while Structural Equation Modeling (SEM) was utilized due to its generality and flexibility to evaluate the validity of regression and correlation between the observed variables. The results show that significant relationship exists between ethical standards and organisational productivity, in Nigeria and that integrity cum discipline have negative impact on improved productivity level of the organization, which could be attributed to the nature of these virtues being abstract and could only be seen or observed overtime. The study suggests that all government agencies such as National Pension Commission (PENCOM), Nigerian Investment Promotion Commission (NIPC), Economic and Financial Crimes Commission and Independent Corrupt Practices, etc. saddled with the duty of ensuring etiquette in workplaces, should discharge their responsibilities more diligently and sanction organisations found guilty of unethical conducts in business concern and employment relationships.

Davies (2015) examined the relationship between perceived organisational ethical climate and employee commitment in the Australian hospitality industry. The objective of this study was to explore the relationship between perceived organisational ethical climate and the commitment of employees towards their organisation to determine whether employees' perceptions of the organisational ethical climate influences their commitment, as well as the associated implications. A quantitative survey was conducted on an organisational sample of 86 participants at the individual and local organisational levels in a hospitality organisation in Australia. The measuring instruments utilised were the Ethical Climate Questionnaire (ECQ) and the Employee Commitment Survey (ECS). A positivist approach utilising, inter alia, factor and regression analysis was followed. The data revealed significant relationships between the perceived organisational ethical climate and employee commitment at the individual and local levels. The practiced ethical climate of an organisation has a significant relationship with employee commitment. Organisations concerned with retaining employees and improving overall organisational performance should ensure that ethical cultures and climates are well-embedded within the organisation. The study recommended that the need for ethically-sound climates within organisations as this drives employees to be increasingly committed. Such commitment contributes to the overall success of the organisation.

Dwirantwi (2012) carried out a study on organizational ethics and culture and its effect on productivity; the case study of La Community Bank. Rural and Community banks in Ghana have been coached by the management of Apex bank limited, their governing body to embrace good organizational practices so as to enhance excellent service delivery as a culture and not only as a tool for doing business. The objective of the study was to investigate the preferred as well as the existing organizational culture and its effect on productivity at LA Community bank. Descriptive survey design was adopted in the study. Both primary and secondary data were employed. The research reviewed the various types of culture, how culture is created and ways in which culture can be sustained or changed. A twenty-four question (24) survey was conducted to investigate the issue of organizational culture and its effect on productivity at LA Community bank. Forty-one staffs were randomly selected and nine heads of departments were purposively selected to participate. The data collected was analysis using Microsoft Excel. The key results of the research findings revealed that there is a need for management of LA Community bank to be creative in finding ways to attract top talents among diverse groups of the employees. Also there is a need for management to readily reward innovation. Management view about change and openness to suggestions were also looked at. Steps to be taking to integrate the various components of good organizational culture at in order to enhance productivity at LA Community bank were also made clear by the respondents according to the survey. Recommendations to improving the organization‘s culture and productivity levels at LA Community bank are also presented in this study. The recommendations include management of LA Community bank becoming more open and the need to encourage creativity by management and reward accordingly.

Aktaú, Thompson, Mugavero and Amico(2011) examinedthe effect of Organizational Culture on Organizational Efficiency: The Moderating Role of Organizational Environment and CEO Values. The objective of the study was to examine the relationship between organizational culture and organizational efficiency and the effect of stability or variability of internal and external environment on this relation are investigated. Besides, the values of self-direction, stimulation, power that leaders have are researched. Descriptive survey design was adopted in the study. Both primary and secondary data were employed. 40 top managers/organizational founders are selected for sampling in health sector. Questionnaire method is utilized for gathering data. The findings show that organizational culture types are related to some organizational efficiency dimensions. The study recommended that the stability or variability of internal and external organizational environment and the top manager's values (self-direction and stimulation) should play a moderator role on this relationship.

Summary of Review of Related Literature

The review of related literature on the impact of organisational ethics on employee performance was captured in this study. The conceptual framework covers the following; organizational ethicsethical behavior and employee relations, the importance of ethics in organizations, advantages of ethical behavior in business, organisational learning, corporate ethics, corporate values, challenges hindering the implementation of ethics in an organization, organizational effectiveness, organizational performance and organisational market share. The study was anchored on the following theories; Agency Theory Participatory Management Theory Resource Base View Theory. Relevant and related empirical literatures were discussed in the study.

Gap in Literature

From the available literatures, the previous scholars did not examine the impact of organizational ethics on employee performance, a study of Abia State Civil Service Commission. Also, it is evident that the following were not captured in the study; the effect of corporate ethics on organizational effectiveness, the impact of corporate values on organizational performance, the effect of learning on organisational market share and the challenges hindering the implementation of ethics in an organization. This study intends to fill the gap.

Research Methodology
Research Design

The research design chosen for this study was survey research design method. Survey research design method is a blue print and scheme that allowed the researcher to provide solution to the problem on how to get data for the study, what to study and who to study. It comprises of using well-structured questionnaire administered to the respondents in order to gather some vital, accurate and up to date information needed for the research work.

Sources of Data
Primary Data

Primary data are original data collected basically for the purpose of the research or study. The primary sources of data for this research includes questionnaires.

Secondary Data

The Secondary data was obtained by reviewing the literature of some scholars that are related to this research and which were available in text books, journal, newspapers and internet etc.

Population of the Study

The population of this study comprises of 150 staff of Abia State Civil Service. The population table for the study is shown below;

Table 1: Population Table

Department	Population of Staff
Accounting department	30
Audit department	30
Procurement department	20
Documentation department	25
ICT department	25
Security department	20
TOTAL	150

Source: Field Survey, 2019

Sample Size Determination

Taro Yamane'sformula was used to get the total number of a workable sample size.

Using n, = $\frac{N}{1+N(e)^2}$

Where; n = Samples Size

N = Population size

I = Constant

e = Degree of error

Thus, substituting the values in the formular

$n = \frac{150}{1+150\,(0.0025)}$

$n = \frac{150}{1.375}$

= 109.1

= 109

Accounting department sample size	=	= 21.8 = 22
Audit department sample size	=	= 22
Procurement department sample size	=	= 14
Documentation department sample size		= 18.2 = 18
ICT department sample size	=	= 18
Security department sample size	=	=15

Sampling Technique

The study adopted a simple random sampling technique in sharing the questionnaire. The sampling technique provided the employees equal chances of being nominated.

Description of the Research Instrument

The researcher extensively used structured format of questionnaire which was formal and standardized. It followed a pattern of questions which the researcher used to obtain the required data. The questionnaire used by the researcher was in line with the research questions as well as research objectives of the study. Five Likert scale format (Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree) was adopted in the study.

Validity of Research Instrument

Validity is the extent to which a measuring instrument on application performs the function for which it is designed. To ascertain the validity of the instrument, content validity was adopted. Content validity is the estimate of how much a measure represents every single element of a construct Basically, no interesting aspect of the study was omitted in designing the survey questions, coupled with the fact that the oral questions was also cross-checked through the questions in the questionnaire as a confirmation of responses received in either case. The content of the questionnaire was validated by senior lecturers in the department of Business Administration, Michael Okpara University of Agriculture, Umudike.

Reliability of Research Instrument

Ezigbo (2007) states that test reliability refers to the consistency of reproducibility of the result of a test. To ensure reliability of the instrument, the researcher adopted a test re-test method in which the researcher distributed 10 copies of the questionnaires to the employees of the organizations understudied. After some days, the instrument was collected and re-administered for the second time. The questionnaire distributed were completed and returned using Spearman rank order correlation coefficient which was found to be high, P = 0.0988 showing the reliability of the instrument.

Method of Data Analyses

Data gathered for the study was analyzed using descriptive analysis i.e. frequency, standard deviation, mean and percentage and inferential statistics i.e. correlation was used to test hypotheses one and two while hypothesis three was tested with T test while hypothesis four was tested with Pearson Chi square with the aid of Statistical Packages for Social Sciences (SPSS) Version 22.

Data Presentation, Analyses and Interpretation

Table 3.2: Distributed and Return of the Questionnaire

Organisation	Distributed Questionnaire	Percentage (%)	Returned Questionnaire	Percentage	not returned Questionnaire	Percentage (%)
Accounting department	22	20.2	20	18.3	2	1.8
Audit department	22	20.2	20	18.3	2	1.8
Procurement department	14	12.8	13	11.9	1	0.9

Documentation department	18	16.5	16	14.8	2	1.8
ICT department	18	16.5	16	14.6	2	1.8
Security department	15	13.8	15	13.8	0	0
Total	109	100%	100	91.7%	9	8.3%

Source: Field Survey, 2019

Table above shows that 100 (91.7%) of the questionnaire were returned and used, while 9 (8.3%) were not returned and were not used.

Data Presentation

Research Question 1: What are the effect of corporate ethics on organizational effectiveness?

Table 4.2.1: To examine the Effect of Corporate Ethics on Organizational Effectiveness

S/N	Items statement	SA	A	N	D	SD		sd	Remark
A	Corporate ethics boost organizational efficiency	32	26	14	14	14	3.48	1.425	Accept
b	There is a positive correlation between organizational survival and corporate ethics	53	19	9	9	10	3.96	1.377	Accept
c	Decision making can be enhanced through corporate ethics	32	28	13	13	14	3.51	1.418	Accept
d	Corporate ethics contributes to organizational growth	12	11	11	30	36	3.67	1.378	Accept
e	organizational unity and harmony can be achieved through corporate ethics	33	24	15	14	14	3.48	1.432	Accept

Source: Field Survey, 2019

Key

sd = Standard deviation

$\bar{X}$ = Mean

The effect of corporate ethics on organizational effectiveness was examined with five item statement and a mean cut off mark of 2.50.based on the responses gathered, respondents with mean score of 3.48 reported that corporate ethics boost organizational efficiency, respondents with mean score of 3.96 agreed that there is a positive correlation between organizational survival and corporate ethics, respondents with mean score of 3.51 reported that decision making can be enhanced through corporate ethics, respondents with mean score of 3.67 attested that corporate ethics contributes to organizational growth, finally, respondents with mean score of 3.48 submitted that organizational unity and harmony can be achieved through corporate ethics.

Research Question 2: Does corporate values impact on organizational performance?

Table 4.2.2: To investigate the impact of corporate values on organizational performance

S/N	Items statement	SA	A	N	D	SD		sd	Remark
A	There is a positive impact of corporate values on employee commitment to work	18	50	10	11	11	3.53	1.226	Accept

b	Corporate values enhances organizational justice	36	21	15	14	14	3.51	1.453	Accept
c	Employee moral can be boosted through corporate values	23	12	12	25	28	3.01	1.543	Accept
d	Corporate values can encourage career training and development	44	14	14	14	14	3.60	1.504	Accept
e	There is correlational link between organizational efficiency and corporate values	48	13	14	12	13	3.71	1.486	Accept

Source: Field Survey, 2019

Key
sd = Standard deviation
$\bar{X}$ = Mean

The impact of corporate values on organizational performance was analysed with five item statement and a cut off mean score of 2.50. Based on the responses, respondents with mean score of 3.53 reported that there is a positive impact of corporate values on employee commitment to work, respondents with mean score of 3.51 attested that corporate values enhances organizational justice, respondents with mean score of 3.01 accepted that employee moral can be boosted through corporate values, respondents with mean score of 3.60 accepted that corporate values can encourage career training and development, finally, respondents with mean score of 3.71 agreed that there is correlational link between organizational efficiency and corporate values.

4.3 Test of Hypotheses

$H0_1$: There is no significant effect of corporate ethics on organizational effectiveness.

Descriptive Statistics

	Mean	Std. Deviation	N
Corporate Ethics	3.48	1.425	100
Organizational Effectiveness	3.51	1.418	100

Correlations

		Corporate Ethics	Organizational Effectiveness
Corporate Ethics	Pearson Correlation	1	.663**
	Sig. (2-tailed)		.000
	N	100	100
Organizational Effectiveness	Pearson Correlation	.663**	1
	Sig. (2-tailed)	.000	
	N	100	100

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

Hypothesis one stated thus; there is no significant effect of corporate ethics on organizational effectiveness was investigated. The relationship among the variables was found by using Pearson's Correlation Coefficient. The correlation value r = 0.663 (66.3%) shows that there is a moderate relationship between the variables, and the p-value shows that the relationship is significant. Therefore, we reject the null hypothesis and accept the alternate that there was positive effect of corporate ethics on organizational effectiveness.

$H0_2$: Corporate values has no significant impact on organizational performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.868[a]	.753	.746	.745
a. Predictors: (Constant), organizational performance				

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	222.284	4	55.571	100.071	.000[b]
	Residual	72.746	96	.555		
	Total	295.029	100			
a. Dependent Variable: corporate values						
b. Predictors: (Constant), organizational performance						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	.205	.187		1.095	.275
	organizational performance	.129	.096	.129	1.352	.179
a. Dependent Variable: corporate values						

Hypothesis two stated thus; corporate values has no significant impact on organizational performance was examined. From the model summary on table the R^2, which is the coefficient of determination shows a positive relationship between the dependent and independent variable. The R Square value of .0868 which simply imply that 86.8% of the change and variations in the dependent variable is caused by the independent variable and at a significant level of 5% that is 0.000. At an adjusted R-value, the coefficient is still positive signifying a strong correlation between thus pending other statistical prove and evidences, there is a positive correlation between the independent variable and dependent variable. Therefore, the null hypothesis is rejected and the alternate is accepted that corporate values had a positive impact on organizational performance**.**

Summary of Findings

This study was anchored on the impact of organizational ethics on employee performance, a study of Abia State Civil Service Commission. The specific objectives of the study were to examine the effect of corporate ethics on organizational effectiveness, investigate the impact of corporate values on organizational performance, determine the effect of learning on organisational market share and ascertain the challenges hindering the implementation of ethics in an organization. The key findings of the study include;

- There was positive effect of corporate ethics on organizational effectiveness.
- corporate values had a positive impact on organizational performance.

Conclusions

Organizational ethics are the principals and standards by which businesses operate, according to Reference for Business. They are best demonstrated through acts of fairness, compassion, integrity, honor and responsibility. The key for business owners and executives is ensuring that all employees understand these ethics. One of the best ways to communicate organizational ethics is by training employees on company standards. Organizational ethics is the ethics of an organization, and it is how an organization responds to an internal or external stimulus. Organizational ethics is interdependent with the organizational culture. Although it is akin to both organizational behavior and industrial and organizational psychology as well as business ethics on the micro and macro levels, organizational ethics is neither organizational behavior nor industrial and organizational psychology, nor is it solely business ethics (which includes corporate governance and corporate ethics). Organizational ethics express the values of an organization to its employees and/or other entities irrespective of governmental and/or regulatory laws.

Ethics are the principles and values used by an individual to govern his or her actions and decisions. An organization forms when individuals with varied interests and different backgrounds unite on a common platform and work together towards predefined goals and objectives. A code of ethics within an organization is a set of principles that is used to guide the organization in its decisions, programs, and policies. An ethical organizational culture consists of leaders and employees adhering to a code of ethics

Recommendations

Based on the findings of the study, the study recommended the following;

- Since the study showed that there was positive effect of corporate ethics on organizational effectiveness, bank managers should make and implement policies that will encourage corporate ethics in the organization
- Bank managers should enhance their corporate values by encouraging maximum compliance of their employees towards corporate values.

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