



Workplace Ethics and Employee Commitment of Oil and Gas Companies in Rivers State

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ABSTRACT

This study examined the relationship between workplace ethics and employee commitment of oil and gas companies in Rivers State. The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through self-administered questionnaire. The population for the study was 33 indigenous oil and gas companies in Rivers State. Since the population was small, the entire 33 indigenous oil and gas companies in Rivers State were used as a census. However, 330 respondents were used for the study. The research instrument was validated through supervisor's vetting and approval while the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. Data generated were analyzed and presented using both descriptive and inferential statistical techniques. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. Results from analysis of data revealed that there is a significant relationship between workplace ethics and workplace ethics and employee commitment of oil and gas companies in Rivers State. The study recommends that management of oil and gas companies should develop a way of finding building integrity among employee to help build trustworthiness and commitment. This will go a long way to help improve the productivity of the employee and commitment of the employee to the firms.

Keywords: Workplace Ethics, Integrity, Employee Commitment.

INTRODUCTION

Organizations get their work accomplished through employees who perform different tasks. Therefore in order to improve the performance of organizations, employee commitment is necessary as it promotes the level of individual employee performance. Employees who are committed in the work place are of great value to the organization as they may need little or no supervision to accomplish the tasks assigned to them (Brown, McHardy, McNabb & Taylor, 2011). John and Elyse (2010) asserted that there is no firm that can achieve peak performance in the current competitive business environment unless it makes optimal use of its employees. Every employee needs to be committed to the company's goals and objectives, performs their duties effectively as a member of the team in order to realize organizational objectives.

Employees need to partner with the entrepreneurs as they rely on the efforts of the entrepreneur to deliver on the organizational objectives. This is due to the fact that employees want to be part of an organization that is successful, remunerate adequately and offers opportunities for development and security of tenure of staff members (John & Elyse, 2010). Brown and Taylor (2011) argued that committed employees remain with the organization therefore saving the organization of the costs required to recruit, train and develop new staff. In addition, high staff turnover increases customer dissatisfaction due to discontinued service delivery (Scott, 2007).

Employee commitment results in higher levels of job satisfaction and improved job performance among employees, increased return to shareholders as sales increase and operational costs reduce. Employee commitment also leads to reduced employee turnover, lower levels of intention to leave, reduced intention to look for alternatives and reduced absenteeism (Robinson, 2006). Workers commitment to an organization is a sign that the workers are satisfied with their employer with

regards to their expectations. When organizations meet the expectations of their employees', this will spur them to develop commitment to the organization. This means that commitment is the outcome of the organization providing an enabling environment for the workers to maximize their full potential; this enables the organization to derive value for its investment on the workers.

Managerial ethics depicts an organizational culture, mission, values, leadership, and culture whose basic objective is to lead the organization by the use of the right value system to influence how their employees behave and interact in the organizations. Ethical values must be cultivated from the top. Leaders are required to set the ethical culture by setting moral example for their followers for instance, formal ethical codes and ethical training (Piccolo and Greenbaum, 2010). Leaders play an important role in determining the outcome and the goals of an organization as well as influencing the behavior of their employees through promotion, appraisal and strategies (Brown & Mitchell, 2013).

Ethical behaviour includes key principles such as honesty, integrity, fairness, and concern for others. This is a situation where by leaders engage in behaviour that benefits others and refrains from behaviour that can cause harm to others (Toor & Ofori, 2009). Often, corporate leaders see their work as separate from their lives. Ethics must indeed begin at the top. Leaders cannot shrink from their obligations to set a moral example for their followers; formal ethical codes and ethic training have little chance of success unless the ethical actions and behaviour of top management are consistent with what they teach. Leaders are the key to determine the outcome of organizational goals and to set the tone for employee behaviour which may include promotion, appraisal and strategies (Brown & Mitchell, 2010).

A large stream of empirical research has examined the concept of employee commitment using various predictor variables. Kamua (2015) Examined Factors Influencing Employee Commitment and Its Impact on Organizational Performance: A Case Study Of Kenya Airports Authority. Ofurum (2017) investigated retention strategies and employee commitment of indigenous oil and gas companies in Rivers State while Oboh (2017) examined organizational culture and employee commitment of indigenous oil and gas companies in Rivers State.

However, there has been relatively little empirical research report that details how firms can strategically achieve employee commitment, through workplace ethics. Therefore, this study as its point of departure intends to empirically fill that gap by investigating the relationship between workplace ethics and employee commitment of indigenous oil and gas companies in Rivers State.

Furthermore, this study was guided by the following research questions:

- i. What is the relationship between integrity and affective commitment of oil and gas companies in Rivers State?
- ii. What is the relationship between integrity and normative commitment of oil and gas companies in Rivers State?
- iii. What is the relationship between integrity and continuance commitment of oil and gas companies in Rivers State?

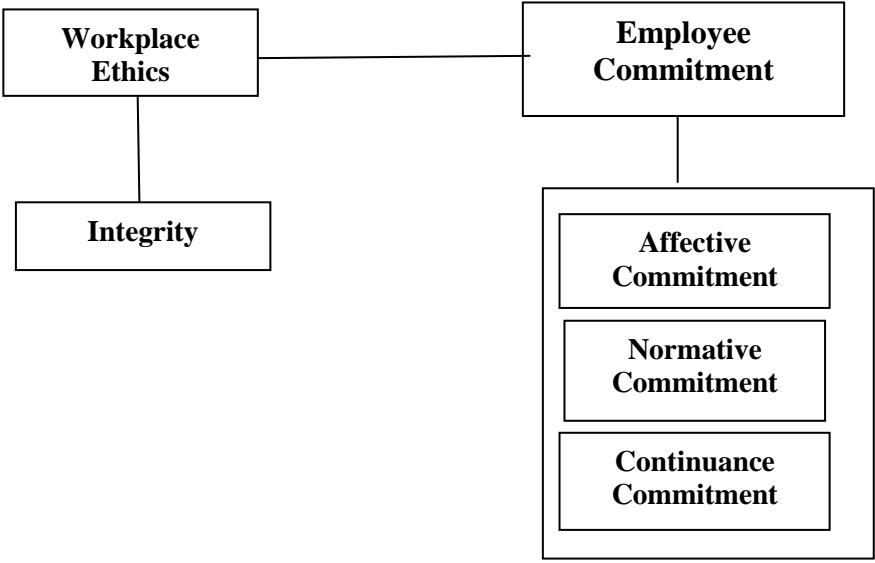


Fig.1 Conceptual Framework for the relationship workplace ethics and employee commitment
Source: Author’s Desk Research (2020)

LITERATURE REVIEW

Theoretical Foundation

The Virtue Ethics Theory

Virtue ethics is described by Slote (1997) as all ethics which are not based on moral laws, rules and or principles. The focus is on the virtuous individual and on the inner traits, dispositions and motives that qualify him or her as being considered virtuous. Aristotle was one of the first philosophers emphasizing the importance of practical reasoning. For the scholars in the Middle Ages it created a theoretical framework on which to build their Christian perspective on human conduct. A recent interpretation of virtue ethics, as applied to business and finance, is provided by Solomon (1996). He describes the Aristotelian approach to virtue ethics by using six dimensions. First there is the community and the idea that the self-interest of members of a community is for the most part identical to the larger interest of the group. Secondly, there is excellence. It is not enough to do "no wrong" (as in Kantianism); something additional called excellence is needed. Thirdly, he mentions role identity. All ethics is contextual, and one of the problems with all of those grand theories is that they try to transcend contexts and end up with vacuity. The fourth element is integrity. It is judged as the linchpin of all virtues. Good judgment, the fifth element, gives careful consideration to the particular circumstances of the persons involved. Finally, Solomon (1996) conveys the concept of holism. He criticizes the tunnel vision of ordinary business life, which is buttressed by the overly narrow business curriculum and the daily rhetoric of the corporate community. According to Solomon, a broader concept of economic acting is needed, and virtues are a shorthand way of summarizing the ideals that define a "good character".

Integrity

Integrity is an idea generally utilized inside formal and casual talks of moral initiative, yet is not unmistakably characterized and comprehended (Rieke & Guastello, 2001). Becker, (2008) expressed that uprightness is moral defense in view of a generally accepted fact or reality instead of only an endless supply of ethics and values by an individual or gathering. It is immovably implanted inside the ethical relativist custom in which impression of proper conduct can fluctuate amongst people groups and societies. Trustworthiness is the nature of being straightforward and having solid good standards; moral uprightness. It is for the most part an individual decision to hold oneself to reliable good and moral benchmarks. Honesty is viewed by numerous individuals as the genuine and reliable activities. This infers the measures of honesty includes inside consistency as ethicalness, and recommends that gatherings holding inside themselves obviously clashing qualities ought to represent the error or change their convictions (Lok and Crawford, 2007). This demonstrate trustworthiness has

been utilized as a part of administration and business morals which accentuation the consistency in misfortune, consistency amongst words and activities, and good/moral conduct.

For the organization to practice integrity there must be fruitful within the leader. It is turning out to be progressively obvious that the full incorporation of moral guidelines into business practice is best, as well as important for long haul authoritative survival. Without uprightness in execution business firms' organizations might be at hazard on account of consistence issues, absence of powerful activity, and correspondence squares. Then again, honesty has expanded viability because of a fortified hierarchical culture, brings down turnover levels, and expanded representative exertion. In addition, the greater part of the associations and pioneers know about the significance of uprightness in their formal interchanges, for example, statements of purpose and codes of morals, their societies and individual pioneers may not mirror this mindfulness. Gottlieb and Sangria (2006) noticed that pioneers with honesty dependably energize transparent correspondence, especially in examination concerning basic leadership. This demonstrates such pioneers esteem an individual's perspective and the input those outcomes from sharing. Moreover, the significance of clear vision and the foundation of trustworthiness through administration are center variables adding to individual and authoritative respectability.

Employee Commitment

In recent time, several scholarly research works have been conducted in the area of employee and organization commitment. Commitment is a difficult concept to define (Meyer & Allen 1996; Meyer & Hercovitch, 2001). They defined commitment is a force that binds an individual to a course of action that is of relevance to a particular target. Meyer & Maltin (2010) are of the opinion that the binding force can be experienced in different ways (i.e. can be accompanied by different mindsets), including an affective attachment and involvement with the target and an awareness of the cost associated with discontinuing involvement with the target and that in its pure form, these mindset are referred to as affective commitment (AC), normative commitment (NC) and continuance commitment (CC) respectively.

According to Akintayo (2010) employee commitment can be defined as the degree to which the employee feels devoted to their organization. In the view of Ongori (2007), employee commitment is described as an effective response to the whole organization and the degree of attachment or loyalty employee feels towards the organization. In the same vein, Zheng, *et. al.* (2010) saw employee commitment as simply employee attitude to organization. Therefore, employee loyalty to management is shown in how committed they are to their job in the organization. It shows identification with involvement in the day to day activities of the organization and management of organization should be concern with determining the level of commitment displayed by managers and would-be managers at all times. According to Meyer & Allen (1997) employee commitment is multi-dimensional in nature, encompassing workers loyalty, their willingness to exert more effort on behalf of the organization, adherence to organizational values, and desire to remain in the organization.

Shahid and Azhar (2013) argued that employee commitment has been an important factor to determine the success of an organization and that employee commitment to an organization has acquired increasing demand as it aids the organization to retain more staff thereby increase in achievement, productivity and effectiveness. In addition, that the three top drivers to employee commitment are fulfillment, fairness and care and concern for employees. According to Beheshtifar & Hosseini (2013), employee commitment is also seen as the degree to which an employee identifies with the organization and wants to continue actively participating in it. Bratton & Gold (2007) and Lee & Chen (2013) said employee commitment is relative to the worker's attachment to participation in the activities of the organizations in which they are employed. In another development, Bennett and Robinson and Robinson (2000) performed an exploratory study which identified three psychological bases for organizational attachment. They are compliance commitment, identification commitment and internalization commitment.

In addition, organizational commitment as defined by Porter, Steers, Mowday & Boulian (1974) has three components; a strong belief in and acceptance of the organizations' goals, a willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership (: Bal, Sullivan & Harper, 2014). The concept "organizational commitment" has been viewed beyond a mere psychological attachment as espoused by some scholars; Lamba & Choudhary (2013) advocated that organizational commitment involves an active relationship with the organization

such that individuals are willing to give something in order to contribute to the organization's well-being. For purpose of this research, we have anchored our view of commitment on the work of Meyer & Allen (1991) who proposed a three component model for organizational commitment that integrates a variety of alternative conceptualizations.

Measures of Employee Commitment

Affective Commitment

According to Meyer & Allen (1991) affective commitment refers to the employee's emotional attachment to identification with, and involvement in the organization based on positive feelings, or emotions, toward the organization. The antecedent for affective commitment include perceived job characteristic where there is task autonomy, task significance, task identity, skill variety and supervisory feedback, organizational dependability that mean extent to which employees feel the organization can be counted on to look after their interest, and perceived participatory management that they can influence decisions on the work environment and other uses of concern to them (Madi, Hamilton, Squirrell, Mioulet, Evans, Lee & King, 2012). They further asserted that the use of these antecedents is consistent with the findings by Rowden (2002) that these factors all create rewarding situations, intrinsically conducive to development of affective commitment.

Also, Meyer and Herscovitch (2001) argued that the primary basis for the development of affective commitment are personal involvement, identification with the relevant target, and value congruence. As a result of the above view of Meyer & Herscovitch (2001), which states that when there is a high level of affective commitment, employees will be willing to remain in that organization, otherwise the reverse will be displayed. It has also been seen in the view of Bal, et al, (2014) that affective commitment reflects an emotional attachment and involvement in the organization. But earlier, Allen & Meyer (1991) defined affective component as an emotional attachment to the organization via identification, involvement and enjoyed membership. It has also been said that affective commitment shows commitment that depends on emotional ties the employee develops with the organization through work experiences that are positioned. The 'work experience relates to the boss-driven development as a dimension in management development.

Normative Commitment

According to Madi, *et al* (2012) normative commitment refers to an employee's feeling of obligation to remain with the organization where it based on the employee having internalized the values and goals of the organization. Normative commitment is said to reflect a sense of obligation on the part of the employee to maintain membership in the organization (Meyer, Allen & Smith, 1993; Bal, *et al*, 2014). It has also been conceived that the potential antecedents for normative commitment include co-worker commitment where it includes affective and normative dimensions as well as commitment behaviour, organizational dependability and participatory management. And that coworkers' commitment is expected to provide normative signals that influence the development of normative commitment. It is worthy to mention that organizational dependability and participatory management are key issues that will foster and install a sense of moral obligation to reciprocate to the organization. Normative commitment is said to reflect a sense of obligation instilled in the employee to sustain membership in the organization (Meyer, Allen & Smith, 1993; Bal, *et al*, 2014).

Continuance Commitment

Bal, *et al* (2014) opined that continuance commitment is based on the perceived costs associated with discontinuing employment work with the organization. Kanter (1968) referred to continuance commitment as a cognitive orientation where costs are considered when leaving or remaining with the organization. Continuance commitment is seen as the commitment that is based on the cost that the employee is associated with when leaving the organization (due to high cost of leaving). And the potential antecedents of continuance include age, tenure, career satisfaction and intent to leave. Age and tenure can be seen as adopted predictors of continuance commitment, as a result of their roles as substitute measures of investment in the organization (Meyer & Allen, 1997). In the view of Madi *et al* (2012), tenure indicates non-transferable investments that means close working relationship with co-workers, retirement investments, career investments and skills peculiar to the particular organization while age can be negatively related to the number of available job opportunities. Career satisfaction was said to provide a more direct measure of career related investments which could be at risk if the individual leaves the organization. They went further to assert that whatever employees

perceive to as sunk costs, resulting from leaving the organization, are antecedents of continuance commitment.

Also, Bal *et al*, (2014) further opined that continuance commitment is based on the perceived costs associated with discontinuing employment with the organization. It is imperative to assert that while employees with strong affective commitment will continue employment with the organization because they want to, those with strong continuance commitment remain because they need to; and those with strong normative commitment because they feel they ought to do so (Meyer & Allen, 1991). In the same vein continuance commitment is said to relates to such terms of employment as job contract, which may make leaving the current job very costly and troublesome (Mullins, 2001). Continuance commitment is further developed as the result of accumulated investments, or side-bets that would be lost if the individual discontinued a course of action, and as a result of lack of alternative to the present course (Powell & Meyer, 2004).

Integrity and Employee Commitment

The goal of any organization is to have employees behave in a manner consistent with the company's mission and goals that is, aligning absolutely with the core values, adhering to a code of ethics and matching actions with beliefs across a variety of situations (Pattison & Edgar, 2011). Meanwhile, integrity play a fundamental role in employee pattern of alignment, sound moral, ethical principles and organization productivity (Cleary, Walter, Horsfall & Jackson, 2013; Simons, 2002). Moreover, absenteeism, unwarranted breaks, stealing of organization property, converting office equipment for personal use, gossiping etc. are characteristics of unethical conducts and are liable to affect organization productivity (Muafi, 2011; Qiu & Peschek, 2013; Robbins & Judge, 2007). However, the organization level of productivity is directly proportional to employee level of commitment and satisfaction, thus, the commitment and satisfaction becomes immaterial if it does not infused with integrity (Arnold, 2009; Bergman, 2006). Integrating values of integrity into the day-to-day operation of an organisation will promote employees ethical behaviour, prevent damaging lapses while tapping into human instincts for moral though/action and as well enhanced sustained productivity (Bergman, 2006).

Integrity in the organization is started with manager. It must be a personal value of the manager that has to be seen in action. A manager who has the integrity helps employees, listens to their innovative ideas, motivates them, directs them, and remains open and friendly with them. In that regard, manager's integrity helps an organization in achieving short term and long-term goals because manager's value plays a significant role in employee's involvement. It inspires and motivates employees to engage. See to it that ethical code that is set by the manager must be lived by himself and acceptable by the employees. All actions and decisions must be based on the value of integrity and it reflects the intensity of integrity of manager (Allen, Eby & Lentz, 2006).

It cannot be denied that job commitment and manager's integrity has direct relationship. Actions and words of manager govern the action of employees. If manager's words depict trust and honesty, employees will follow the manager. Therefore, integrity is significant to the employer-employee relationships. When there is trust, there can be good relationship and when there is good relationship, employees behave ethically and use ethical ways to complete their task and achieve organizational objectives (Kosgaard 2006).

From the foregoing point of view, we hereby hypothesized thus:

H₀₁: There is no significant relationship between integrity and affective commitment of oil and gas companies in Rivers State.

H₀₂: There is no significant relationship between integrity and normative commitment of oil and gas companies in Rivers State.

H₀₃: There is no significant relationship between integrity and continuance commitment of oil and gas companies in Rivers State.

METHODOLOGY

The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through self- administered questionnaire. The population for the study was 33 indigenous oil and gas companies in Rivers State. Since the population was small, the entire 33 indigenous oil and gas companies in Rivers State were used as a census. However, 330 respondents

were used for the used. The research instrument was validated through supervisor’s vetting and approval while the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. Data generated were analyzed and presented using both descriptive and inferential statistical techniques. The hypotheses were tested using the Spearman’s Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

Relationship between Integrity and Employee Commitment

Table 1: Correlations for Integrity and Affective Commitment

			Integrity	Affective Commitment
Spearman's rho	Integrity	Correlation Coefficient	1.000	.728**
		Sig. (2-tailed)	.	.000
		N	117	117
	Affective Commitment	Correlation Coefficient	.728**	1.000
		Sig. (2-tailed)	.000	.
		N	117	117

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

Source: SPSS output version 23.0

RQ1: *What is the relationship between integrity and affective commitment of oil and gas companies in Rivers State?*

The result shows that integrity correlate with affective commitment (r = 0.728). This represents a strong relationship. By interpretation, there is a strong positive relationship between integrity and affective commitment of oil and gas companies in Rivers State. This finding provides answer to research question 1. Implying that integrity is dependent on the adoption of affective commitment in the studied oil and gas companies in Rivers State.

Ho₁: *There is no significant relationship between integrity and affective commitment of oil and gas companies in Rivers State.*

Table 1 shows the result of correlation matrix obtained for between integrity and affective commitment. Similarly displayed in the table is the statistical test of significance (p - value), which makes possible the generalization of our findings to the study population. From the result obtained the probability value is (0.000) < (0.05) level of significance; hence the researcher rejects the null hypothesis and concludes that there is a significant relationship between integrity and affective commitment of oil and gas companies in Rivers State.

Table 2: Correlations for Integrity and Normative Commitment

			Integrity	Normative Commitment
Spearman's rho	Integrity	Correlation Coefficient	1.000	.698**
		Sig. (2-tailed)	.	.000
		N	117	117
	Normative Commitment	Correlation Coefficient	.698**	1.000
		Sig. (2-tailed)	.000	.
		N	117	117

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

Source: SPSS output version 23.0

RQ2: What is the relationship between integrity and normative commitment of oil and gas companies in Rivers State?

The result shows that integrity correlate with affective commitment ($r = 0.698$). This represents a strong relationship. By interpretation, there is a strong positive relationship between integrity and normative commitment of oil and gas companies in Rivers State. This finding provides answer to research question 2. Implying that integrity is dependent on the adoption of normative commitment in the studied oil and gas companies in Rivers State

Ho₂: There is no significant relationship between integrity and normative commitment of oil and gas companies in Rivers State.

Table 2 shows the result of correlation matrix obtained for between integrity and normative commitment. Similarly displayed in the table is the statistical test of significance (p - value), which makes possible the generalization of our findings to the study population. From the result obtained the probability value is $(0.000) < (0.05)$ level of significance; hence the researcher rejects the null hypothesis and concludes that there is a significant relationship between integrity and normative commitment of oil and gas companies in Rivers State.

Table 3: Correlations for Integrity and Continuance Commitment

			Integrity	Continuance Commitment
Spearman's rho	Integrity	Correlation Coefficient	1.000	.780**
		Sig. (2-tailed)	.	.000
		N	117	117
	Continuance Commitment	Correlation Coefficient	.780**	1.000
		Sig. (2-tailed)	.000	.
		N	117	117

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

Source: SPSS output version 23.0

RQ3: What is the relationship between integrity and continuance commitment of oil and gas companies in Rivers State?

The result shows that integrity correlate with continuance commitment ($r = 0.780$). This represents a strong relationship. By interpretation, there is a strong positive relationship between integrity and continuance commitment of oil and gas companies in Rivers State. This finding provides answer to research question 3. Implying that integrity is dependent on the adoption of continuance commitment in the studied oil and gas companies in Rivers State.

Ho₃: There is no significant relationship between integrity and continuance commitment of oil and gas companies in Rivers State.

Table 3 shows the result of correlation matrix obtained for between integrity and continuance commitment. Similarly displayed in the table is the statistical test of significance (p - value), which makes possible the generalization of our findings to the study population. From the result obtained the probability value is $(0.000) < (0.05)$ level of significance; hence the researcher rejects the null hypothesis and concludes that there is a significant relationship between integrity and continuance commitment of oil and gas companies in Rivers State.

DISCUSSION OF FINDINGS

This study using descriptive and inferential statistical methods investigated the relationship between workplace ethics and employee commitment of oil and gas companies in Rivers State. The findings revealed that a significant relationship between exists between workplace ethics and employee commitment of oil and gas companies in Rivers State using the Spearman's Rank Order Correlation tool and at a 95% confidence interval. The findings of this study confirmed that workplace ethics has an effect on employee commitment of oil and gas companies in Rivers State.

The study findings reveal that there is strong positive relationship between integrity and employee commitment of oil and gas companies in Rivers State. This finding corroborates with previous findings of Gottlieb and Sangria (2006) noticed that pioneers with honesty dependably energize

transparent correspondence, especially in examination concerning basic leadership. This demonstrates such pioneers esteem an individual's perspective and the input those outcomes from sharing. Also, in agreement with the findings from this work, we have the works of Becker, (2008) who expressed that uprightness is moral defense in view of a generally accepted fact or reality instead of only an endless supply of ethics and values by an individual or gathering. It is immovably implanted inside the ethical relativist custom in which impression of proper conduct can fluctuate amongst people groups and societies. Also, from the work of Lok and Crawford, (2007), in agreement with the findings from this work opined that trustworthiness is the nature of being straightforward and having solid good standards; moral uprightness. It is for the most part an individual decision to hold oneself to reliable good and moral benchmarks. Honesty is viewed by numerous individuals as the genuine and reliable activities.

The study finding also aligns with Hooijberg and Lane (2005) who examined the impact of leadership behaviors on effectiveness as well as values such as integrity, flexibility and conformity on effectiveness. They found that the values of integrity and flexibility have a significant impact on effectiveness over and above the impact of various leadership behaviors. This finding was also supported by the study Protass (2007) who tried to assess the value of integrity of managers and how it affects employee's attitude toward the organization and their commitment toward the organization. The study concluded that perceived behavioral integrity (PBI) was positively related to job satisfaction and commitment to the organization but negatively related to stress, poor health, and absenteeism. It means that lack of integrity does not affect stress and poor health of employees. Following the same lead, Yammarino and Palanski (2011) also introduced a similar study on the impact of behavioral integrity of managers on follower job performance, follower's behavioral integrity. Findings from the studies indicated that leader behavioral integrity was not directly related to follower job performance, but it can affect trust in the leader and follower satisfaction with the leader. It was only the integrity of employees themselves that has a relationship toward job performance.

CONCLUSION AND RECOMMENDATIONS

Today workplace ethics is undeniably one of the requirements for most managers so that they could increase their capabilities of retaining their employees through the acquisition and analysis of data, as well as increased knowledge and awareness. Competitive intelligence is an ongoing process that provides decision-makers with useful information and its primary objective is the friendliness of the environment and the welfare of their employees. This study therefore concludes that workplace ethics significantly influences employee commitment.

The study recommends that management of oil and gas companies should develop a way of finding building integrity among employee to help build trustworthiness and commitment. This will go a long way to help improve the productivity of the employee and commitment of the employee to the firms.

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