



Work-Life Ethics And Organizational Performance Of Cable Manufacturing Firms In Anambra And Abia States, Nigeria

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ABSTRACT

The study investigated the effect of work-life ethics and organizational performance of cable manufacturing firms in Anambra and Abia States. Specifically, the study examined the effect of accountability, integrity, impartiality, respect for laws and transparency on organizational performance in cable manufacturing firms in Anambra and Abia States. Related conceptual, theoretical and empirical literature was reviewed. Social Disorganization theory and Agency Theory were employed as the theoretical framework. The study adopted survey research design. The population of study consisted of three hundred and seventy two (372) employees of six cable manufacturing firms in Anambra and Abia States. Since the population of the study is small and manageable, the entire population was studied. Primary data was generated for the study using the questionnaire. The research questions were analyzed using tables and simple percentages, while the hypotheses were tested at 0.05 level of significance, using multiple regression analysis. Hence, the variables of work-life ethics, namely, accountability; integrity; impartiality; respect for laws and transparency were regressed against organizational performance. The results indicated that accountability, integrity, impartiality, respect for laws and transparency had significant positive effect on organizational performance in cable manufacturing firms in Anambra and Abia States. Based on these finding, the study concluded that work-life ethics had significant positive effect on organizational performance in cable manufacturing industries in Anambra and Abia States. The study recommended amongst others that management should strictly enforce transparency in all operations and activities conducted by employees for realization of improved performance. This can be done by strict adherence to company code of ethics and conducts.

Keywords: Work-Life Ethics, Organizational Performance, Manufacturing Firms

INTRODUCTION

Work-life ethics are one of the most critical issues in business and specifically in human resource management. Good ethical culture in an organization provides direction and guidance in various areas in order to build united and harmonious employees. However, there is no ethics, guidance or standard that is absolute, appropriate and applicable to every company. The code of ethics is a good indicator of an organization's commitment in accepting the need for ethical behaviors and implementing it. Work-life ethics can be referred to as a cultural norm that advocates people to be held accountable and responsible for the work they have done based on the belief that work has intrinsic value to the individual (Shahrul, Mohd, Siti & Siti, 2016). A corporate code of ethics is a statement of corporate principles, ethics, rules of conduct, code of practice or company philosophy regarding responsibility to employees, shareholders, consumers, the environment or any other aspects of society external to the company.

Today's business environment is not only fast-paced, but also highly competitive. In order to keep pace and stay ahead, possession of several key work ethics is a plus for achieving a successful career. Holding

key traits such as attendance, character, teamwork, appearance, and attitude add value to both the employees and the organization. A work ethic, especially a positive work ethics, is important from a business perspective for the confidence it breeds in clients and consumers. Positive attitude and dedication to a client's needs or creation of a product can boost business' reputation as a company that deals honestly and fairly. Ethics also work to build a moral compass within a business and helps discourage attitudes and business models that seek to cut corners in the name of making a profit (Yusra & Mahmoud, 2017).

Employees' ethical conducts in organizations are not new concept issues, and make most of the newspaper headlines over and over again. Steinberg (1994) argued that ethics in the world of organisations' business involve "ordinary decency" which encompasses such areas as integrity, honesty and fairness. Behaving in an ethical manner is seen as part of the social responsibility of individuals in any organization so as to ensure its stability and survival (Adenubi, 2000). Geetu (2003) reveals that organizations cannot ignore ethics. Indeed some ethics have been added to their corporate values. Help is needed by organizations to integrate ethical practices and competencies, but initially this requires an increased and shared understanding of ethics in organizations. Numerous researchers suggest that organizational ethics is a major influence in ensuring the attainment of organization objectives. However, ethics programs are carried out to stimulate ethical conducts in organizations and assist employees to act in a morally responsible way (Muoghalu & Tantua, 2021).

Ethical climate, collective moral emotion and collective ethical efficacy interact to create an environment more strongly related to ethical behaviour, which is characterized by honesty, fairness and equity in interpersonal and professional relationship and it respects the dignity, diversity and the right of individual and groups of people. Therefore for an organization to move forward in the aspect of performance, it is important to have a good understanding of ethics and take it seriously, as this can undermine the competitive strength of the organization and the society at large (Ebitu & Beredugo, 2015). Ethical compliance is a necessary condition for ensuring organisational stability and survival. It is unethical for any organisation to obtain personal gains through unscrupulous means. Also, as part of ethical compliance, it is important that every organisation, be it private or public, desists from taking unfair advantage of anyone through manipulation, concealment as it is usually alleged by customers.

This study became necessary following the importance of ethical behaviour in organizations, particularly in the cable manufacturing industry where the observance of ethics is very necessary. Ethical behaviour in organizations is necessary because business can become unethical, and there are plenty of evidence as in today on unethical company practices. "Irrespective of the demands and pressures upon every organization, by virtue of its existence, it is bound to be ethical, for at least two reasons: one, because whatever the business does affects its stakeholders and two, because every moment of action has paths of ethical as well as unethical paths wherein the existence of the business is justified by ethical alternatives it responsibly chooses" (Murphy, 2012). Unethical employee behaviors also include taking home office supplies, over-reporting hours worked or miles driven for business and taking excessive breaks or sick days. Using company technology for personal reasons, such as cyber loafing – surfing the Internet, shopping online and social networking – is another form of unethical behavior. Promoting and supporting ethical employee behavior reduces these behaviors and leads to fairness in organizational dealings.

The principle of fairness obliges employees of organizations to be objective, intellectually honest and free from conflicts. In spite of the fact that employees can be exposed to pressure, they are obliged to ensure that they adhere to the principles of fairness in order to attain the highest level of performance and generally meet the public interest requirement. Interest in this study has been stimulated first by the magnitude of the widespread criticisms from stakeholders due to unethical conducts and unfriendly behavior of employees in different organizations which brought the need for behavior change.

Statement of the Problem

The increased pressure from stakeholders for organizations to behave ethically and in a socially responsible way can no longer be ignored. Today investors' concern on ethical conducts of those who run organizations has greatly increased. Regular disclosures that directors and executives behave unethical reflect badly on the corporate sector as a vehicle for investors' funds (Hian, 2004). Reports of scandals,

questionable business and political behavior in many organizations are extremely increasing their frequency. Most manufacturing organizations have witnessed low levels of performance because erosion of work ethics, indiscipline, blatant violation of rules, regulations and procedures, weak control and corruption have been observed as common features in their services. Unethical behavior causes massive costs to organizations. Several studies have shown that organizations with illegal records have not only been forced to pay for investigations and fines but have also suffered significant stock price decline and report, on average, lower profitability rates than their law-abiding counterparts. In fact, many have experienced sharp sales drops, higher equity costs and severe damage to their reputation among customers and other stakeholders (Yusra & Mahmoud, 2017). Based on the foregoing, this study investigated the effect of work-life ethics on organizational performance with particular reference to cable manufacturing firms in Anambra and Abia State.

Objectives of the Study

The main objective of the study is to investigate the effect of work-life ethics on organizational performance in cable manufacturing firms in Anambra and Abia States, Nigeria. The specific objectives are to:

1. Determine the effect of accountability on organizational performance in cable manufacturing firms in Anambra and Abia State.
2. Examine the effect of integrity on organizational performance in cable manufacturing firms in Anambra and Abia States.
3. Determine the effect of impartiality on organizational performance in cable manufacturing firms in Anambra and Abia States.
4. Investigate the effect of respect for laws on organizational performance in cable manufacturing firms in Anambra and Abia States.
5. To what extent does transparency on organizational performance in cable manufacturing firms in Anambra and Abia States.

Research Questions

The following research questions guided this study

1. How does accountability affect organizational performance in cable manufacturing firms in Anambra and Abia States?
2. What is effect of integrity on organizational performance in cable manufacturing firms in Anambra and Abia States?
3. How does impartiality affect organizational performance in cable manufacturing firms in Anambra and Abia States?
4. How does respect for laws affect organizational performance in cable manufacturing firms in Anambra and Abia States?
5. How does transparency affect organizational performance in cable manufacturing firms in Anambra and Abia States?

Hypotheses

The following hypotheses were formulated to guide this study:

- Ho₁: Accountability has no significant positive effect on organizational performance in cable manufacturing firms in Anambra and Abia States.
- Ho₂: Integrity has no significant positive effect on organizational performance in cable manufacturing firms in Anambra and Abia States.
- Ho₃: Impartiality has no significant positive effect on organizational performance in cable manufacturing firms in Anambra and Abia States.
- Ho₄: Respect for laws has no significant positive effect on organizational performance in cable manufacturing firms in Anambra and Abia States.
- Ho₅: Transparency has no significant positive effect on organizational performance in cable manufacturing firms in Anambra and Abia States.

Review Of Related Literature

Work-Life Ethics

The word '*ethic*' comes from the Greek word *ethos*, which means "the character, custom or a set of moral behavior that is accepted extensively." The etymology of ethics suggests its basic concerns are: individual character, including what it means to be "a good person," and the social rules that govern and limit our conduct, especially the ultimate rules concerning right and wrong, which we call morality (Abongo, Mutinda, Senaji & Rintari, 2019). Ethics also can be defined as the conception of what is right and fair conduct or behavior (Carroll, 1991). Ethics is the concept of morals; one's ability to choose between right and wrong, good and bad, acceptable and unacceptable (Desjardins, 2009; Valasquez, 2009). Daft and Marcic (2009) define ethics as a person or group's moral code and value base that guide their behaviors in the understanding of the difference between right and wrong.

Ethics within the work environment is concerned with truth and justice and has a variety of aspects such as the expectations of society, fair competition, advertising, public relations, social responsibilities, consumer autonomy, and corporate behavior in the home country as well as abroad. That is the standard of conduct and moral values governing actions and decisions in the work environment and it is based on broad principles of integrity and fairness and focuses on stakeholders' issues such as product quality, customer satisfaction, employee wages and benefits and local community and environmental responsibilities. In business organizations, managers debate on this issue because there is no single satisfactory standard of ethical action agreeable to everyone that a manager can use to make specific operational decisions (Boone & Kurtz, 2005).

According to Robbins, cited in Uwa, Ubong and Etimfon (2018), there are four categories of ethical behavior. Ethical leadership applies to the decisions each person makes in his daily work. For example, an employee deliberately withholding important information from management is committing an unethical act. Ethical commerce involves the decisions made by workers in relation to internal and external transaction standards, such as overpromising services to win a customer and dealing fairly with suppliers. Ethical relations involve open, honest communication and respectful conflict resolution. Refraining from gossip and not taking credit for the work of others are examples of ethical relations. Ethical controls involve compliance with organizational policies, procedures and safety standards. For example, falsifying reports and padding a budget in anticipation of cuts are forms of unethical controls.

Work-life ethics concept consists of a group of values, norms and prevailing traditions in a specific environment of business, which determine the standards that judge the individual's behaviors. The organization based on these standards, put the basics for the employees' treatment and organize their matters and their behaviors in work field (Radwan, 1994). The work-life ethics look in human's actions wherefrom it's matching with the required duty (Qazaq, 2005). The availability of this ethics for the employees in particular and heads of scientific departments in particular present ideal and true beacon in administrative and professional commitment (Hamad, 2001).

Work-life ethics is a set of standards values that generally are based around consciousness. Mostly, work ethics are thought to benefit a person morally, thereby improving their character. These ethics include preserving social skills, being reliable and being resourceful wherever needed in a work setting (Uwa, Ubong & Etimfon, 2018). Accountability, honesty and integrity typically are three of the main components that lead to ethical business practices. Work-life ethics include not only how one feels about their job, career or vocation, but also how one does his/her job or responsibilities. This involves attitude, behaviour, respect, communication, interaction and how one gets along with others. Work ethics demonstrate many things about whom and how a person is.

Organizational Performance

Organizational performance is the ability for an organization to fulfill its mission through sound management, strong governance and a persistent dedication to achieving specific goals over a given period of time (Stafford & Miles, 2013). Performance is equally defined as the achievement of financial and non-financial goals that enables an organization to remain viable and sustainable both in the short term and in the long run (Denison, Haaland, Goelzer & Yilmaz, 2008). Organizational performance encompasses ability of an organization to realize its potential or targets overtime. As indicated earlier, in

defining organizational culture, senior managers, usually take the responsibility of guiding and navigating their organizations through various goals with aim of achieving specified or desired performance (Minkov & Blagoev, 2011).

Louise (2012) defines organizational performance as the ability of an organization to fulfill its mission through sound management, strong governance and a persistent rededication to achieving results, or the effectiveness of the organization in fulfilling its purpose. Organizational performance is one of the most important constructs in management research and without a doubt it is the most important measure of the success in any organizations because management is performance driven. Performance refers to the assessment of progress, at different organizational levels, toward achieving predetermined goals (Bourne, Neely, Mills & Platts, 2003). Organizational performance can be measure through financial and non-financial performance. (Avlonitis *et al.*, 2001) asserted that firm performance can be measured bearing four major perspectives in mind viz: financial perspective, customer perspective, internal processes perspective and employee learning growth perspective.

Theoretical Framework

This study is anchored on Agency Theory. Agency theory was developed by Jensen and Meckling (1976). In Agency theory the central issue of corporate governance is equal to the problem of agents' self-interest behavior in a universal principal-agent relationship everywhere, where the principal (shareholder) delegates work to the agent (director and manager) who performs that work on behalf of the principal. Based on the assumption of individuals maximizing their own utility, the theory asserts that managers as agents will not always act in the best interests of the shareholders and may pursue their own interest at the expense of the shareholders.

Agency theory concerns two problems occurring in the principal-agent relationship. The first is the difficulty or expense involved in the principal monitoring the agent's behavior and routine actions. Secondly are the different preferences concerning interactions between the principal and the agent because of their different attitudes toward risk. Those problems lead to a particular type of management cost 'agency cost' incurred as principals/owners attempt to ensure that agents/managers act in principals' interests (Jensen & Meckling, 1976).

The agency theory then focuses on solving the above problems by determining the most efficient contract governing the principal-agent relationship. Agency theory posits that the firm is not a reality, but a legal fiction created by a 'nexus of contracts' of the principal-agent variety (Jensen & Meckling, 1976). Contractual relations are the essence of the firm, not only between shareholders, but also with employees, suppliers, customers, creditors, and other stakeholders. As the agency problem exists for all of the contracts, thus, writing a contract must provide safeguards for both the principal and the agent to align their interests. When the agent's behavior is not fully observable, the principal has two options: to purchase information about the agent's behaviors' and reward those behaviors' and to reward the agent on the basis on outcomes (e.g., profitability). Thus, the most efficient contract is the trade-off between the cost of measuring behavior and the cost of measuring outcomes and transferring risk to the agent (Eisenhardt, 1989).

This theory is relevant to the study in that work-life ethical behaviour like accountability, integrity, transparency, respect of constituted laws and impartiality are part of the corporate governance mechanisms that are designed to cope with agency problems. Firms with better corporate governance mechanisms by extension work-life ethical behaviour have higher performance. Due to the principal-agent relation where all have different interests, the agent may not feel obligated to disclose valuable information to the principal, thus making the principal make his decisions based on the little information he has.

Empirical Review

The existing empirical studies on the relationship between work-life ethics and organizational performance are discussed below. Ezeanyim and Ezeanolue (2021) investigated the effect of business ethics and organizational performance in manufacturing firms in South-East, Nigeria. Ethical climate,

unethical standard practices, ethical culture and ethical behavior served as the independent variables while organizational performance was employed as the dependent variable. Descriptive research design was adopted. Percentage and panel regression analysis were employed in analyzing the data. The result indicates that ethical climate, ethical culture and ethical behavior had significant positive effect on organization' performance while unethical standard practices had no significant positive effect on organizational performance. The study concludes that business ethic had a positive significant effect on employee job satisfaction of academics staff of public universities in South-East.

Samaneh, Ramezan and Mahtab (2021) investigated the role of work ethics and organizational learning on employee productivity. The study was carried out at Social Security Organization of Qazvin Province, Iran. The study adopted descriptive-correlation research design. Descriptive and structural equation modeling were employed in analyzing the data. The findings showed that work ethic and organizational learning have a significant relationship with employee productivity. The study concludes that work ethic and organizational learning play effective role on employee productivity. Therefore, to increase organizational productivity, more attention should be paid to work ethic and organizational learning.

Muoghalu and Tantua (2021) investigated the relationship between workplace ethics and employee commitment of oil and gas companies in Rivers State. The study adopted the cross-sectional survey design. Three hundred and thirty (330) employees of thirty three (33) indigenous oil and gas companies in Rivers State were sampled for the study. Descriptive statistics and Spearman's Rank Order Correlation Statistics were employed in analyzing the data at 0.05 level of significance. The results revealed that there is a significant relationship between 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.

Umar and Shaawa (2020) investigated the effect of organizational ethics on employee performance in airline industry in Nigeria. Organizational discipline, organizational teamwork, commitment, and work attitude were employed as the independent variable while employee performance was employed as the dependent variable. Multiple regression analysis was used in analyzing the data. The study revealed that organizational discipline, commitment, and work attitude positively affect employee performance in the Airline industry. However, organizational teamwork does not positively affect employee performance in same case. This study concludes that ethics serves as organizations guide and encourage employees to practice good behavior for the sake of improving their performance. The study recommends that management of Airline businesses should strive to see the implementation of organizational ethics that can help them to achieve superior performance in terms of Organizational discipline, Commitment and Work attitude.

Fatemehzahra (2020) investigated the influence of work ethics and ethical values on organizational performance. The study adopted an analytical-descriptive research. Content analysis was employed in analyzing the data. The study found that work ethics influences the performance of the organization. Similarly, ethical values were found to have influence on the performance of the organization.

Abongo, Mutinda, Senaji and Rintari (2019) investigated the effect of employee work ethics on organization performance in the Kenyan Insurance Industry. The study specifically examined how ethical values, ethical guidance and ethical reporting affect the performance of insurance companies. A total of 62 insurance companies in Kenya were sampled for the study. Descriptive statistics, correlation and regression analysis were employed in analyzing the data. The results indicates that the three employee work ethics constructs of ethical values, ethical guidance and ethical reporting affect the performance of insurance companies in Kenya. The study confirms that employee work ethics affects the performance of insurance companies, and therefore, employee work ethics should be an area of focus for the modern insurance companies, highlighting the value of work ethics in improving job performance.

Ogegah (2017) evaluated the effects of workplace ethics on employee performance in Almasi Beverage Company. Employees' awareness of ethical conducts, employees adherence towards ethical conducts and dissemination of skills and knowledge on ethical conducts were employed as the independent variables while employee performance was employed as the dependent variable. Percentages and mean were

employed in analyzing the data. The results indicate that employees awareness of ethical conducts and employees adherence towards ethical conducts have significant effect on employee performance. It was also found that dissemination of skills and knowledge on ethical conduct by the organization has positive effect on employee performance.

Yatich and Musebe (2017) carried out an assessment on the influence of ethical behaviour on organizational performance in the Kenyan Public Health Sector. The study was carried out in Baringo District Hospital-Kabarnet, Rift-Valley Province. In this study, neglect, absenteeism, poor time management, corruption, disputes, and dishonest were employed as the independent variables while organizational performance was employed as the dependent variable. Descriptive statistics such as tables, frequencies and percentages were employed in analyzing the data. The results showed that neglect, absenteeism, poor time management, corruption, disputes, and dishonest affect organizational performance negatively.

Gap In Literature

The major gap identified in this study was that most of the studies on work-life ethics and organizational performance were foreign and the few ones within the Nigerian context did not cover Anambra and Abia States. Also none of the study within the Nigerian context covered the cable manufacturing sector in Anambra and Abia States thereby revealing a knowledge gap in study area. The study is expected to fill this gap by including some of the variables applied by some previous researches. On that basis, accountability, transparency, integrity, respect for laws, impartiality and unethical behaviour are used as the explanatory variables which is more than the number of independent variables used in the previous studies, hence, extending investigation on this area.

METHODOLOGY

This study adopted survey research design. The survey method was useful in describing the characteristics of a large population and no other method of observation can provide this general capability. This design was adopted because it interprets and synthesizes useful data for sound conclusion. This study was carried out in Anambra and Abia States in South East Nigeria. The region was selected for the study due to higher number of cable industries in the area and the need to ensure that ethical standards are maintained in the manufacturing of cables.

Data for the survey were sourced from the primary sources. Primary data with respect to this research were data collected from the employees of cable manufacturing firms in Anambra and Abia States, Nigeria. The study population for this research comprised three hundred and seventy two (372) employees of six cable manufacturing industries in Anambra and Abia States, Nigeria. Since the population of the study is small and manageable, the entire population was studied.

The study used questionnaire as the data collection instruments. The instrument consists of two parts. Part 1 gathered demographic data of the respondents. Part 2 of the instrument is a 4-point Likert scale instrument which elicited information on the variables used in the study. Multiple regression analysis was conducted to test the hypotheses formulated exclusively for this study. Multiple regression analysis was conducted to assess the relative predictive power of the independent variables on the dependent variable. The statistical package for social sciences (SPSS) version 21 was employed to test the hypotheses.

The regression model is presented in functional form as:

$$ORGP = f(ACC, INT, IMP, RFL, TRAN)$$

Where:

ORGP = Organizational Performance

ACC = Accountability

INT = Integrity

IMP = Impartiality

RFL = Respect for Laws

TRAN = Transparency

The functional model is presented in econometric form as:

$$ORGP = \alpha + \beta_1ACC + \beta_2INT + \beta_3IMP + \beta_4REL + \beta_5TRAN + \epsilon$$

Where:

- α = Constant Term
- β = Beta coefficients
- $\beta_1 - \beta_5$ = Coefficient of the estimates (independent Variables)
- ϵ = Error Term

Various tests were used to evaluate the multiple regression analysis which includes T-statistics, R-squared, F-statistics, Durbin Watson statistics.

DATA PRESENTATION AND ANALYSIS

Regression analysis was used to test the hypothesized effect of the independent variables on the dependent variable and the coefficient of determination (R^2) is the most common measure that is used to predict and evaluate the predictive accuracy of a structural model. It also shows the combined effects of the independent variables on the dependent variable. The R^2 points of 0 to 1 with the higher points is an indicative of a higher level of predictive accuracy, which explains the extent to which the variability of a factor can be caused or explained by their relationship with other factors.

ANOVA enables us to examine the main effect of independent variables on the dependent variable. The effect size (F^2) is an additional measure that is used to assess the R^2 for all endogenous constructs to understand the significance of their impact. It also assesses the substantive influence of the predictor construct on the dependent variable. The regression results are presented in tables below.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.732 ^a	.554	.442	3.068	1.942

a. Predictors: (Constant), Accountability, Integrity, Impartiality, Respect for Laws, Transparency

b. Dependent Variable: Organizational Performance

Source: SPSS Version 21.0

Table 2 ANOVA Result

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	164.820	5	41.205	14.378	.002 ^a
Residual	2899.065	308	9.413		
Total	3063.885	313			

a. Predictors: (Constant), Accountability, Integrity, Impartiality, Respect for Laws, Transparency

b. Dependent Variable: Organizational Performance

Source: SPSS Version 21.0

Table 1 recorded R square (R^2) value of 0.554 indicating that accountability, integrity, impartiality, respect for laws and transparency explains moderately 55.4% of the variations in organizational performance in cable manufacturing firms in Anambra and Abia States. The Durbin-Watson statistics value of 1.942 in table 1 showed that the variables in the model are not auto-correlated and are therefore, reliable for predictions.

The F-statistics value of 14.378 with a probability value of 0.002 in table 2 indicated that the independent variables (accountability, integrity, impartiality, respect for laws and transparency) have significant collective effect on the dependent variable (organizational performance). This result showed that accountability, integrity, impartiality, respect for laws and transparency can collectively account for the variations in organizational performance in cable manufacturing firms in Anambra and Abia States.

Test of Hypotheses

In this section, the five hypotheses earlier formulated in chapter one were tested using the t value and probability value in the regression coefficients outcome. The table is presented below:

Table 3 Coefficient of the Regression Result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.242	2.060		7.400	.000
	Accountability	.169	.066	.060	2.042	.002
	Integrity	.104	.071	.003	2.056	.005
	Impartiality	.203	.064	.187	3.175	.000
	Respect for Laws	.125	.076	.100	2.652	.002
	Transparency	.196	.065	.138	2.971	.001

a. Dependent Variable: Organizational Performance

Test of Hypothesis One

Ho: Accountability has no significant positive effect on organizational performance in cable manufacturing firms in Anambra and Abia States.

Hi: Accountability has significant positive effect on organizational performance in cable manufacturing firms in Anambra and Abia States.

Table 3 indicates that accountability recorded a t-value of 2.042 with an alpha value of 0.002 which is statistically significant at 5% level of significance. Based on this, the null hypothesis is rejected while the alternative hypothesis is accepted. Therefore, accountability has significant positive effect on organizational performance in cable manufacturing firms in Anambra and Abia States.

Test of Hypothesis Two

Ho: Integrity has no significant positive effect on organizational performance in cable manufacturing firms in Anambra and Abia States.

Hi: Integrity has significant positive effect on organizational performance in cable manufacturing firms in Anambra and Abia States.

Integrity has a t value of 2.056 with a probability value of 0.005 which is statistically significant at 5% level of significance. Since these values are within the acceptable threshold, we reject the null hypothesis and accept the alternate hypothesis. Hence, integrity has significant positive effect on organizational performance in cable manufacturing firms in Anambra and Abia States.

Test of Hypothesis Three

Ho: Impartiality has no significant positive effect on organizational performance in cable manufacturing firms in Anambra and Abia States.

Hi: Impartiality has significant positive effect on organizational performance in cable manufacturing firms in Anambra and Abia States.

Impartiality recorded a t-value of 3.175 and a probability value of 0.000 which is within the acceptable threshold. We reject the null hypothesis and accept the alternate hypothesis, hence impartiality has significant positive effect on organizational performance in cable manufacturing firms in Anambra and Abia States.

Test of Hypothesis Four

Ho: Respect for laws has no significant positive effect on organizational performance in cable manufacturing firms in Anambra and Abia States.

Hi: Respect for laws has significant positive effect on organizational performance in cable manufacturing firms in Anambra and Abia States.

Respect for laws recorded a t-value of 2.652 with an alpha value of 0.002 which is highly statistically significant. We reject the null hypothesis and accept the alternate hypothesis which states that respect for laws has significant positive effect on organizational performance in cable manufacturing firms in Anambra and Abia States.

Test of Hypothesis Five

Ho: Transparency has no significant positive effect on organizational performance in cable manufacturing firms in Anambra and Abia States.

Hi: Transparency has significant positive effect on organizational performance in cable manufacturing firms in Anambra and Abia States.

Transparency recorded a t-value of 2.971 with an alpha value of 0.001 which is highly statistically significant. We reject the null hypothesis and accept the alternate hypothesis which states that transparency has significant positive effect on organizational performance in cable manufacturing firms in Anambra and Abia States.

DISCUSSION OF FINDINGS

This study investigated the effect of work-life ethics on organizational performance in cable manufacturing firms in Anambra and Abia States. Data were sourced from the employees of six cable manufacturing industries in the states. The data generated were subjected to statistical analysis and the following were ascertained.

Accountability was found to have significant positive effect on organizational performance in cable manufacturing firms in Anambra and Abia States. This shows that accountability in the operational activities of cable manufacturing companies enhances organizational performance. This tallies with the position of Dubnick (2005) that accountability and performance improvement are instrumental to each other; and that accountability can have significant impact on employee performance and hence, the organization at large if employers and employees perceive accountability positively and approach it properly. Furthermore, Bob (2012) opined that accountability, if approached correctly can produce positive outcome especially in area of performance. This tallies with the findings of Yousueng and Sounman (2019) that the levels of accountability manifested in staffing, performance evaluation, and compensation all positively and significantly affect organizational performance. Similarly, Tsafack (2018) found that the levels of accountability positively and significantly affect employee performance in the organization.

The study indicates that integrity had significant positive effect on organizational performance in cable manufacturing firms in Anambra and Abia States. This shows that acting consistently with the values and policies of the organization as well as the code of professional conduct enhances organizational performance of cable manufacturing firms in Anambra and Abia States. This agreed with the position of Zulkefli, Salina and Wan (2019) that integrity affects the organization's performance. Similarly, it agrees with the findings of Ones and Viswesvaran (2001) that integrity predicts job performance of supervisors. Furthermore, Luther (2000) reported that integrity enhances the performance of employees. This also agrees with the findings of Nurul, Khatijah and Siti (2020) that there is positive significant relationship between integrity and employees' job performance. Similarly, Marlinang and Akhmad (2018) found that integrity significantly affect organizational performance.

The study further indicates that impartiality had significant positive effect on organizational performance in cable manufacturing firms in Anambra and Abia States. This shows that being impartial in the organizational dealings enhances organizational performance in capable manufacturing firms in Anambra and Abia States. This agreed with the position of Traninger (2014) that provision of a fair and impartial administration will bring positive impacts both on occupations and the performance of the organization. This also agrees with the findings of Fatemehzahra (2020) that work ethics influences the performance of the organization. This further agrees with the findings of Abongo, Mutinda, Senaji and Rintari (2019) that work ethics affect the performance in industries.

The result indicates that respect for laws has significant positive effect on organizational performance in cable manufacturing firms in Anambra and Abia States. This shows that respecting both the organization and state laws enhances organizational performance. This agreed with the findings of Samaneh, Ramezan and Mahtab (2021) that work ethic have a significant relationship with employee productivity. This also agreed with the findings of Yusra and Mahmoud (2017) that respect for laws and regulations have significant effect on employee performance.

Finally, the study found that transparency has significant positive effect on organizational performance in cable manufacturing firms in Anambra and Abia States. This implied that transparency in the operations and activities of cable manufacturing industries enhances organizational performance. This agreed with the position of Umar and Shaawa (2020) that ethics serves as organizations guide and encourages employees to practice good behavior for the sake of improving their performance. This agreed with the findings of Wanyonyi and Tambo (2018) that the adoption of transparency practice leads to increase in procurement performance. Similarly, Yusra and Mahmoud (2017) found that transparency were found to have significant effect on employee performance.

CONCLUSION

This study investigated the effect of work-life ethics on organizational performance in cable manufacturing firms in Anambra and Abia States. The data generated from the employees of the cable manufacturing firms were analyzed using percentage analysis and multiple regression analysis. The study found that accountability, integrity, impartiality, respect for laws and transparency had significant positive effect on organizational performance in cable manufacturing firms in Anambra and Abia States. The implication of the findings is that the observance of ethical behaviour in work place enhances the organizational performance in cable manufacturing industries. Based on the findings of this study, the study concludes that work-life ethics have significant positive effect on organizational performance in cable manufacturing industries in Anambra and Abia State.

RECOMMENDATIONS

The study recommends the following:

1. The study found out that accountability had positive and significant effect on organizational performance. Therefore, this study recommends that corporate organizations should enforce accountability among all employees for increased performance.
2. For improved organizational performance, there is need for cable manufacturing companies to show more commitment towards adherence to integrity in their day to day dealings especially with their customers. They should endeavor to value and build more robust and cordial relationship with their customers through prompt response to customer problems and by ensuring that they maintain effective communication to their customers.
3. The study recommends that management should develop a way of inculcating impartiality attribute 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.
4. Public acts and organizational rules and regulations which spells out the ethical requirements for all employees should be fully enforced and those found to have contravened the act should be dealt with by the law. Employees should also have training sessions to discuss the laws and other relevant ethical principles existing in their respective organization.
5. Transparency was established as a critical factor influencing organizational performance in cable manufacturing industries. This study therefore recommends that management should strictly enforce transparency in all operations and activities conducted by employees for realization of improved performance. This can be done by strict adherence to company code of ethics and conducts.

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