WORKPLACE ETHICS AND EMPLOYEE COMMITMENT OF OIL SERVICING FIRMS IN NIGERIA

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Abstract
This study investigated the relationship between workplace ethics and employee commitment in oil servicing firms in Nigeria. Workplace ethics was the study predictor variable which was operationalized into three dimensions namely: trustworthiness, integrity and civility. The criterion variable was employee commitment with measures as affective and continuance commitments. We adopted the cross sectional design technique and data collected was further analyzed using the spearman's ranked order correlation coefficient. The population of the study was made up of all the oil servicing companies in Port Harcourt and the population size was 342 employees of 4 selected Oil servicing firms. The sample size of 184 was derived. A total of 160 questionnaire were retrieved out of which 150 valid questionnaire were used for the analysis, representing 82 percent. The results indicated that a significant association exists between civility, trustworthiness, integrity and measures of employee commitment, and that culture moderated the influence of workplace ethics and employees’ commitment. Based on the study findings, it was concluded that trustworthiness, integrity and civility have significant effect on employees’ commitment to the organization. It was recommended that managers in Oil servicing firms should instill ethical values in the workplace in order to stimulate employee commitment. Finally, contribution to knowledge was proffered and suggestions for further studies to investigate how workplace ethics relate with employee satisfaction and turnover rate recommended.

Keywords
Civility, Integrity, Trustworthiness, Affective Commitment, Continuance Commitment

Introduction
The issue of how to improve employees’ commitment in our organizations has drawn the attention of many researchers. Employers are not only concerned to see employees come to work every day faithfully and do their jobs independently, but are now more concerned on the commitment of these employees to the organization.

Employees of organizations are rational beings who seek for “Greener Pasture” and are ready to leave an organization at any time.¹ argued that one in four employees wants to jump ship in the next few years. When a key staff leaves the organization, such may lead to downturn in productivity, decrease in morale, increase cost of recruitment and training, reduce profitability, and efficiency as well.² In this era where market fails, technology proliferates and the business environment becomes more dynamic, it is central for organizations to have full employee commitment as to withstand the turbulent moment. Nowadays, no organization can perform at peak levels unless each employee is committed to the organization’s objectives.³ ⁴ defined commitment as the enthusiasm of actors in social settings to offer their potency and allegiance to social systems, the attachment of personality system to social relations, which are seen as self-expressive. However,⁵ see commitment as the procedure by which the goals of firms and individual become increasingly integrated or congruent.⁶ defined employee commitment as a bond with an organization, with intents to stay in it, and identify with its beliefs and norms with a willingness to be productive.⁷ described employee commitment as the extent to which an employee seeks to identify with an organization, its goals, aspiration and to become a part and remain with it. Measures of employee commitment by⁸ are affective, continuance and normative commitment. Over the years, there has been a gap in the body of knowledge on how employee commitment can be actualized through a well-planned work place ethics.

In the wake of current corporate failures, the examination of ethical behavior in business has come to the fore of corporate executives.⁹ How organizations adhere to ethical standards seriously determine the well-being of all the stakeholders and it also influences the rate of employee commitment to the organization. Ethics are similar to informal or in individual life.¹⁰ The Keen interest in ethics spans the spectrum of academic, industrial, political and other spheres of social endeavor. This broad based interest is anchored on a management philosophy which demands that organization players behave themselves with integrity.¹¹ defined workplace ethics as conformity to established and accepted standards of conduct set by an organization. This means performing the work of an organization in accordance with the ethical standards of such a firm. Workplace ethics help improve public image, enhances decision making, increases teamwork and help increases employee pride. workplace ethics is dynamic, it changes with diversities in workplace. However, the encouragement of the development of moral strength in the workplace will help achieve and sustain organizational ethics.

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It is the dearth of research work on the relationship between workplace ethics and employee commitment that constitutes the gap in literature. It is this observe gap that informed this study in order to seek explanation of how workplace ethics can help improve employee commitment.

**Statement of the Problem**

Managers are mystified sometimes when their extremely rated workers perform below expectations and others quit the firm \(^{(2)}\), they further states that management fail to understand why some employees are not steadfast to the firm even when they have proactively implemented a reasonable compensation strategy to retain them. Poor commitment of employees would lead to threat of the existence of the establishment. Poor commitment of employees has made many to embark on unethical practices of stealing assets of the company and manipulation of record which in turn has a negative impact on the company. Lack of employee commitment has led to embezzlement of organizational funds, production of substandard and adulterated goods/products, absence from duty without permission, lateness to duty etc., and this has consistent negative impact on the prosperity, growth and expansion of market share of the firm. Hence this research intends to seek explanation on how workplace ethics in terms of Trustworthiness, Integrity and Civility can help enhance employee commitment in oil firms in Port Harcourt.

**Objectives of the Study**

The specific objectives of this work are to ascertain the relationship between:

1. Trustworthiness and Affective commitment of oil firms in Port Harcourt.
2. Trustworthiness and Continuance commitment of oil firms in Port Harcourt.
3. Integrity and Affective commitment of oil firms in Port Harcourt.
4. Integrity and Continuance commitment in oil firms of Port Harcourt.
5. Civility and Affective commitment of oil firms in Port Harcourt.
6. Civility and Continuance commitment of oil firms in Port Harcourt.
7. How does organizational culture regulate workplace climate and employee commitment of oil firms in Port Harcourt?

**Research Hypotheses**

The following Null hypotheses were formulated and tested in this study. There is no significant relationship between:

- HO\(_1\) trustworthiness and affective commitment among employees of oil firms in Port Harcourt.
- HO\(_2\) trustworthiness and continuance commitment among employees of oil firms in Port Harcourt.
- HO\(_3\) integrity and affective commitment among employees of oil firms in Port Harcourt.
- HO\(_4\) integrity and continuance commitment among employees of oil firms in Port Harcourt.
- HO\(_5\) civility and affective commitment among employees of oil firms in Port Harcourt.
- HO\(_6\) civility and continuance commitment among employees of oil firms in Port Harcourt.
- HO\(_7\) Organizational culture does not significantly moderate the relationship between workplace ethics and employee commitment of oil firms in Port Harcourt.

Source: SPSS Output, (2017)

**Review of related Literature**

**Theoretical Framework**

*Side-Bet Theory* This work anchored its precept on the Side-Bet Theory of Employee Commitment propounded by \(^{(3)}\). Becker contends that commitment occurs through a process of placing side-bets, \(^{(4)}\) state that when an individual make a side-bet, he has staked something of value to him, something originally unrelated to his present line of activities. \(^{(5)}\) argued in the theory that the greater the number of side-bets, the greater the commitment of the individual. He further asserted that commitment is evident when an individual through a side-bet, joins incidental interest with a reliable line of activities. In side-bet theory, contract determines the link that exists among the workers and organization. Employee are therefore committed to the firm owing to the investments “side-bet” that have been accrued by staying in the organization, and if they quiet the work, it will be difficult to claim the investment \(^{(6)}\). \(^{(7)}\) concluded that with time, those accrued cost make it difficult for employee to withdraw from the organization. \(^{(8)}\) observed that the Becker’s side-bet theory is related with continuous commitment.

*The Concept of Workplace Ethics* Workplace ethics is the application of moral principles and standard of behavior or set of beliefs concerning proper conduct in the firm as individuals and in a group setting, refer to the concept of ethics as accepted standards of right and wrong. In any sphere of life, especially at the workplace, decision making is inevitable; while taking decision, moral compass are usually consulted which tell us what is right. Ethical manner of a worker and the firm, can totally influence the output of both significantly \(^{(9)}\). Considering companies...
that have engraved a position for themselves, it is apparent that their ethical beliefs are crucial to their status and success. So, it is glaring that appropriate execution of ethics of people and in workplace, rejuvenates everything related with it. Individuals employed in ethical firm are inspired and galvanize likewise its customers, products and services, and likewise all having a connection with that organization. Output of both the workers and firm is certain to escalation in such a scenario. Ideally, organizations, try to sustain a healthy and effective work environment, whereby each and every individual is treated fairly and with respect. In the words of Onyenze (2015), a workplace that is built on employees’ integrity, empathy to other stakeholders and effective use of teamwork creates room for a more conducive work environment, which in turn positively affects productivity.

affirmed that ethical codes are often adopted by management, not to promote a particular moral theory, but because they are seen as reasonable necessities for organization in a multifaceted society, in which moral thoughts play a vital role. Nevertheless, choices that are ethical are not easy to make, establishments expect workers to develop their integrity and work with them. In return, workers expect that the firm be ethical, honest and responsible, posits that a person with integrity makes ethical choices based on moral values and principles, knowing very well that mistakes are bound to happen. The employee in turn, has the right to expect goodwill and positive attitude, which will serve the needs and interests of the organization.

There is no doubt that changes to operating methods or processes increase productivity, but the biggest gains are normally from adopting good ethical conducts that gives the organization positive image before its customers and other stakeholders. There is no doubt that changes to operating methods or processes increase productivity, but the biggest gains are normally from adopting good ethical conducts that give the organization positive image before its customers and other stakeholders.

The health of the organization depends on the goodwill and conscientious effort of its workers as well as its leaders/managers. In the firm culture of today, Managerial ethics and standards have gotten more prominence. “Enlightened” establishments have accepted that firm success goes beyond profit margin. In the truest sense, it is a firm’s reputation and the goodwill it generates, that defines its success. Such establishments also fascinate the best workforce. A happy worker becomes a productive staff in an ethical environment.

Clarification of Terms

Trustworthiness Trustworthiness is an important concept in the social sciences, because it enables and enhances cooperation. He asserted that trustworthiness is one of the large set of moral values held by an actor. refer to trustworthiness as a characteristic of a trustee that is responsible for trust. He argued that trust is the willingness of a trustee to be vulnerable to the action of the trusted which is anchored on the expectation that the trustee will carry out a particular action. defines trustworthiness within reference to trust by saying that trustworthiness is commitment to fulfill another’s trust in him/her. He further offered three general categories for fulfilling a commitment. Firstly is the internal inducement, where the actor adopts the relevant disposition out of habit or character (bald and moral disposition) the second is the external inducement, through interest congruent arrangements and finally the mixture of internal and external inducements, by norms that motivate and sanction behavior. asserted that trust is assured to provide a way to cope with risk or uncertainty in a relationship.

Trust is related to enthusiastic expectations about the effect of the event that vulnerability will not be taken advantage of. considering the different definition by various scholars, asserted that trustworthiness leads to commitment of individual. noted that trust is important because it enhances and enables successful cooperation and it is centered around an actor’s interest in maintaining a relationship with another actor. This denotes that trust in organization enable a worker to be more committed to the establishment. stated that trustworthiness in workplace ethics is very important because the employee who will be empowered to influence decisions of an organization and the management has to show vital information concerning the organization. Hence, such a person must be trustworthy.

He further stated that involving an employee in the decision making of an organization poses some element of risk, because employees could explain that opportunity for their selfish motive and purpose. It is therefore wise that the employee should be trustworthy. gave a phenomenon for integrity when he investigates the ethical reasons for getting out of office. He said that the capability to bring critical self-reflection, discipline, energy, focus and insight to the job depends upon integrity. Personal ability enables individuals to endure the routine, hassles and the physical and emotional strains of office as well as provide the moral backstop for periods when legal or institutional directives may be vague or in conflict. They are also the capabilities that give strength to a person’s ability to judge and act upon principles. argued that when these basic capacities of integrity erode, it is time to resign which means employee commitment is withdrawn when integrity is lacking. stated that managerial trustworthiness influence commitment during restricting. They found out
that competency based attributions are positively related to employee value commitment, whereas affect-base attribution are positively related to employees continuance commitment (i.e., propensity to maintain employment).  

Stated that it forms a foundation for functioning relationships and co-operation. Trust is intangible. They noted that it is an intellectual asset, a skill an influencing power for leaders. Stated that employees that trust their leader work effectively and have a high level of commitment in addition share ideas and knowledge (tacit knowledge in particular). They observed in their study that there exists a low level of commitment of employee when there is lack of trust in the organization. Sabolainen&Hakkinen concluded that a trustful climate prevails, along with evidence of enthusiasm, high commitment level, effective commitment and knowledge sharing.

Integrity Integrity talk about virtue, virtuousness and the state of being perfect. In this perspective, it is an optimistic and comprehensivethoughtlinked to ethics. Guido (2007) sees organizational integrity as the term we use to describe the foundational value that is the engine behind getting things done in the organization. People that value integrity, get results and steadily superior results. It is the view of Guido (2007) that firms that value work ethics ought to be incorporating and constantly stress the core values. Organizations that exhibit integrity often follow through their decision. This entails for example: when you make the decision to follow through on what you say you will do, you think differently about the commitments you make. You begin to create more meaningful and attainable effort of when and how you fulfill your promise. As a result, you make a consistent effort not to over-commit and under-deliver. Furthermore, integrity entails that one should be honest and fair where necessary. When you make the decision to say what needs to be said, when it needs to be said, in a way that ensures others will hear it, you create respect, trust, and peaceful environment. When you generate atmospheres where worker feel free and stimulated to say what needs to be said, and the proper time it should be said, you unshackle them and empower them to do what is creatively and ethically essential to get results.

Civility in the Workplace Civility is a behavior that shows respect towards another in the organization, it causes another to feel valued. Civility contributes to mutual respect, effective communication and team collaboration. Civility is demonstration of respect for fellow human beings argued that a workforce where there is civility concentrates its energy on the mission of the organization. This means that civility in an organization enables them to concentrate on the core of its existence. It is therefore important that employee be empowered with a high degree of civility in the organization. Noted that organization will be in a state of recklessness and chaos if it is devoid of civility. The atmosphere in which workers operate is very fundamental to the success of the organization. Noted that differences abide between civility with co-workers and supervisors workers civility.

Civility with co-workers may involve friendship and on the job assistance, supervisor civility refers to praise and guidance emanating from supervisor towards the workers. Stated that civility and respect are based on showing esteem, care and consideration for others, and acknowledging their dignity. Civility in work place allows people to enjoy the environment. Argued that the absence of civility in workplace causes emotional exhaustion amongst staff, leads to conflict and job withdrawal, exposes the organization to the threat of more grievance. Argued that incivility has an impact on the interest and willingness of employees to stay with their organization. In his study, up to 78% of participants indicated that their commitment to the organization declined following incivility treatment. He recommended that for organization to become an employee of choice for top talent, taking steps to build a respectful culture will yield tremendous dividends.

Incivility in the workplace can be seen as a low passionabnormalconduct within uncertain intents to harm the target, in violation of workplace norms for mutual respect and courtesy. Incivility differs from all other interpersonal mistreatment because of its ambiguous intent using verbal aggressive for instance, the perpetrator shouts at the victim. When such happen, the perpetrator intentionally psychologically harms the victim. Noted that incivility can manifest in three major ways in the organization. Firstly, incivility can be interpersonal in nature: this is displayed when the person is directly uncivil toward another person. Secondly, is cyber incivility when one fails to respond to reply to an email or time-sensitive information and lastly victimless incivility which manifest in a way that does not directly impact another person but it violates norms for courtesy.

According to, treating one another with civility and respect is fundamental to establishing and sustaining healthy workplace and fostering inter-personal and intrapersonal relationships. He asserted that civility is essential to the development and ongoing success top performing work teams and also for the achievement of first rate highly effective organization. Clark defines civility as authentic respect for others requiring time, presence, engagement, and an intention to seek common ground.

33 concluded that employees who feel respected are more committed in their work and their company and he recommended that employees should be trained to embrace civility.

Employee Commitment Employee commitment has been a critical issue to research and business practitioners because of its link to various organizational and individual work outcomes like absenteeism, motivation and turnover . Robbins, Judge and Sanghi (2008) defined employee commitment as the extent to which an employee seeks to identify with an organization, its goals, and aspiration and to become a part of and remain with it. According to O’Reilly, Alin, Plisner, Cohen &Mickee (2003) cited in , there exist a psychological link between the worker and the organization. The bond includes identification, compliance and internalization. Employee commitment is the extent to which a member of an organization gets his/herself involved within the organization. Commitment is willingness, of someone to give his/her resources (time and energy) to something he/she believe in or a promise or form decision to do something. Commitment entails
ones dedication to something. Employee commitment is the individual attachment psychologically to the organization. Typical studies on commitment are to find out ways to enhance how the human assets of organizations feel about their jobs in order to attain more of their commitment. Employee commitment reduces stress, burnout, fatigue and turnover intention. The most popular and acceptable model of employee commitment was developed by which was developed to integrate different definitions of commitment that had been cited in the literature. The three-component model of commitment by 8 are affective, normative and continuance commitment. Employee commitment in an organization is not achieved in a day. Individuals get committed to their organization after a period of time with their organization. Employees of an organization have feelings and are rational. They love to leave in an environment that is conducive for them. The more conducive an environment is for an employee, the more they love to be in that environment and eventually become committed.

The commitment of an employee can be won or obtained. Organizations win the commitment of an employee when their activities please the employee and the employee in turn feels a sense of emotional attachment to the organization. In this type of commitment, the money paid to the employee does not make him/her committed but other organizational climate attract his/her commitment. On the other hand, organizations are able to obtain the commitment of their employee when they are able to pay them to a satisfactory level to meet their needs. Therefore, organizations that are able to pay high salary obtain commitment more than those that pay less. It is this type of obtained commitment that 8 referred to as normative commitment.

Empirical Review of the study In dealing with the relationship between workplace ethics and employee commitment, 35 carried out a research which covered the relationship between job attitude and employee commitment. They found that job attitude has a relationship with employee commitment towards the delivery of quality service. They argued that job attitude and employee commitment are the basis for delivering quality service. They further stated that when there is positive attitude in the organization, it will eventually lead to higher commitment of employee which in turn will lead to success of the organization. 35 recommended that organization should ensure positive attitude of multination in order to improve employee commitment to their work. 36 noted that trust is the most important pre-requisite on which all authentic business success depends. They stated the trustworthiness lead to higher commitment and improved relationship. Furthermore 36 noted organization with integrity attract committed employee because they are reliable and dependable. 37 stated that corporations with a culture of integrity offer support to employees through colleagues and process in place and thus foster their affective commitment in the work place. He asserted that culture of integrity supports a work-life balance as it reduces job stress, increase job satisfaction and eventually lends to continuance commitment of employee. 36 noted that followers desire that their leaders to be people they can trust and full of integrity. They argued that absence creates sarcasm, conviction and apprehension which result to poor affective commitment. 36 further stated that employees are more committed when there is trustworthiness in the organization. They concluded that the culture of integrity fosters strong working relationship within the company and creates a highly valued work atmosphere.

38 found out that leaders’ behavioral integrity enhanced the commitment of employee. 26 cited in 39 , observed that employees are in search of a civil work environment, which makes it possible for them to interact and complete tasks and objectives. He stated that supervisory actions reared towards creating a civil work environment might be expected by employees, and when such takes place, it can be associated with higher level of affective commitment. 40 stated that there is strong relationship between civility a climate dimension and commitment in the organization. 39 found out that workplace civility climate was negatively associated to counter product work behavior. 39 in his studies find that employees working in civility climates have a high level of affective commitment. This implies that when an organization is characterized by high civility climate, there is proportional increase in affective commitment of the employee. Employees feel more satisfied with their workplace and are more committed more emotionally when management is being concerned with sustaining workplace civility 39 41 started that culture is very important to forms because high performing cultures leads to continuous good results, motivate, attract and ultimately keep employees that are talented, and adapt to change readily 42 revealed that there exists a weak negative correlation between workplace civility climate and employee commitment. 30 conducted a research on how to cultivate a respectful federal public service in Canada. He found out that lack of civility (incivility) has an impact on the interest and willingness of workers to remain with their organizations. In his studies, seventy-eight (78) percent of the participants indicated that their commitment to the organization reduced as a result of lack of civility in the workplace.

METHODOLOGY

The research design used was the cross sectional survey which is a form of quasi experimental. The accessible population comprises three hundred and forty two (342) employees of four oil and gas firms in Port Harcourt. The selection of these 4 is as a result of easy accessibility and they have existed over a decade. The names of the selected companies are: Shell petroleum, Forte Oil, Chevron Texaco Nigeria limited and Nexpro Group. The Taro Yamene (1968) formula was used in determining the sample size of 184 respondent. Data was collected through questionnaire. However only 150 retrieved questionnaire was correctly filled and used. The systematic sampling techniques was used. The predictor variable is operationalized in Trustworthiness, Integrity and Civility as contained in 11. Employee commitment is operationalized in affective commitment and continuance commitment as contained in 8. The study variables will be measured using the 5-point Likert scale ranging from; 1-strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = strongly agree. The Spearman’s
rank order correlation coefficient statistical analysis will be used in analyzing the bivariate hypotheses while partial correlation will be used for the multivariate analysis.

RESULT

Test of hypotheses

The hypotheses were analyzed at 95% level of confidence. HO1: There is no significant relationship between trustworthiness and affective commitment among employees in oil firms in Port Harcourt.

Figure 2. Relationship between Trustworthiness and Affective Commitment Source: SPSS Output, (2017)
The result of the data analysis shows a significant level p<0.05 (0.000 < 0.05). The rho = 0.359, showing a positive correlation between the variables. The findings reveal a strong note worthy rapport between trustworthiness and affective commitment. Hence the null hypothesis was rejected and the alternate hypothesis accepted.

HO2: There is no significant relationship between trustworthiness and continuance commitment among employees in oil firms in Port Harcourt.

Figure 3. Relationship between Trustworthiness and Continuance Commitment

Source: SPSS Output, (2017)
The result of the data analysis shows a significant level p<0.05 (0.000 < 0.05). The rho = 0.376, showing a positive correlation between the variables. The findings reveal a positive significant relationship between Trustworthiness and Continuance Commitment. Hence the null hypothesis is hereby rejected and the alternate hypothesis accepted.

HO3: There is no significant relationship between integrity and affective commitment among employees in oil firms in Port Harcourt.

Figure 4. Relationship between Integrity and Affective Commitment

Source: SPSS Output, (2017)
The result of the data analysis shows a significant level p<0.05 (0.000 < 0.05). The rho = 0.386, showing a positive correlation between the variables. The findings reveal a positive significant relationship between Integrity and Affective Commitment. Hence the null hypothesis is hereby rejected and the alternate hypothesis accepted.

HO4: There is no significant relationship between integrity and continuance commitment among employees in oil firms in Port Harcourt.

Figure 5. Relationship between Integrity and Continuance Commitment

Source: SPSS Output, (2017)
The result of the data analysis shows a significant level p<0.05 (0.000 < 0.05). The rho = 0.266, showing a positive correlation between the variables. The findings reveal a positive significant relationship between the variables. Hence the null hypothesis is hereby rejected and the alternate hypothesis accepted.

HO5: There is no significant relationship between civility and affective commitment among employees in oil firms in Port Harcourt.

Figure 6. Relationship between Civility and Affective Commitment

Source: SPSS Output, (2017)
The result of the data analysis shows a significant level p<0.05 (0.001 < 0.05). The rho = 0.266, showing a positive correlation between Civility and Affective Commitment. The findings reveal a positive significant relationship between the variables. Hence the null hypothesis is hereby rejected and the alternate hypothesis accepted.

HO6: There is no significant relationship between civility and continuance commitment among employees in oil firms in Port Harcourt.

Source: SPSS Output, (2017)
The result of the data analysis shows a significant level $p<0.05$ (0.001 $< 0.05$). The rho = 0.274, shows a positive correlation between Civility and Continuance Commitment. Hence the null hypothesis is hereby rejected and the alternate hypothesis accepted.

$H_0$: Organizational culture does not significantly moderate the relationship between workplace ethics and employee commitment in oil firms in Port Harcourt.

The implication of this is that integrity in the workplace increases continuance commitment of employee. This findings align with that of 36 which found integrity to be positively correlated with continuance commitment. He stated that culture of integrity supports a work life balance, reduces job stress, increases satisfaction and eventually leads to continuance commitment.

### Discussion of Findings

#### Trustworthiness and Affective Commitment

One of the cardinal objectives of this research was to determine if trustworthiness relate with affective commitment. Trustworthiness was discovered to have a noteworthy link with affective commitment. This implies that when an establishment is characterized with an atmosphere of trust, such would improve the affective commitment of the employee. The above findings are predicated on the fact that employee of an organization, work better and have high emotional attachment to their organization when there is trustworthiness. These findings align with previous findings by 25 where they found out that when employees trust their leaders, they have a high level of commitment. Also 36 noted that trust is the most important pre-requisite on which all authentic business success depends and they stated that trustworthiness lend to high commitment. 36 noted that absence of trustworthiness creates, Sarcasm, conviction and apprehension which result to poor affective commitment.

#### Trustworthiness and Continuance Commitment

The test of the bivariate analysis between trustworthiness and continuance commitment revealed a significant level of relationship. This is a based on the fact that $P$-value was less than 0.05 which indicate that trustworthiness has a relationship with continuance commitment. However, the nature of the relationship was positive, which signify that when trustworthiness increases in the workplace, employee continuance commitment also increases. This results agrees with that of 36 which found out that the continuance commitment of employee increases when there is trustworthiness in the organisation.

#### Integrity and Affective Commitment

In analyzing the relationship between integrity and affective commitment, the findings shows that integrity has a significant relationship with affective commitment ($R=0.386, P=value<0.05$), hence, the null hypothesis was rejected and the alternate hypothesis was accepted. This implies that integrity of organisation in dealing with all stakeholders positively relate to the emotional attachment of employee like to work in an environment where there is honesty, strong moral principal and moral uprightness. This findings is in line and agree with that of 38 which found out that leaders behavioural integrity enhances the affective commitment of employee. Also, 36 noted from their findings that organisation with integrity attract employee that are affectively committed to their organisation because they are reliable and dependable.

#### Integrity and Continuance Commitment

In testing the relationship which exist between integrity and Continuance commitment, the result shows that there exist a positive link to a noteworthy level among integrity and continuance commitment of employees.

The implication of this is that integrity in the workplace increases continuance commitment of employee. This findings align with that of 37 what found integrity to be positively correlated with continuance commitment. He stated that culture of integrity supports a work life balance, reduces job stress, increases satisfaction and eventually leads to continuance commitment.

#### Civility and Affective Commitment

In testing the hypothesis to ascertain what relationship exist between civility and affective commitment, the result reveals significant relationship and a positive correlation (rho=0.2666, $P=value<0.05$), the result showed a significant level of relationship, hence the null hypothesis was rejected and the alternate hypothesis is accepted. This findings concored with that of 39 where he found out that employees that are working in organization with civility climatic has a high level of affective commitment 39 further remarked that employee feel more satisfied with their workplace and are more committed more emotionally when management is being concerned with sustaining civility in workplace.
Civility and Continuance Commitment

The test of the relationship between civility and continuance commitment was carried out in order to ascertain the relationship. Findings show that there is civility has a significant positive relationship with continuance commitment of employee (P-value < 0.05 rho = 0.294). This shows that civility account for up to 29% of employee continuance commitment in the organisation. This finding as supported in previous findings by [40] which indicated that civility improves continuance commitment and that lack of civility impact negatively on the interest and willingness of workers to remain with the organisation. The findings negate that of [42] which revealed a weak negative correlation between work place civility climate and employee commitment.

Organisational Culture as a Moderator between Workplace Ethics and Employee Commitment

The mutivariate analysis which examined the influence of organisational culture in the relationship between workplace ethics and employee commitment, reveals a significant positive influence. This implies that organisational culture significantly influences the relationship between the variables.

These findings agree with that of [41] which started that culture is very important to forms because high performing cultures leads to continuous good results, motivate, attract and ultimately keep employees that are talented, and adapt to change readily.

CONCLUSION AND RECOMMENDATION

From the findings of this work, it is evident that a workplace that is characterized with trustworthiness will have employees who are committed to the organization. Trustworthiness is a vital key which enhances affective commitment at work and can also influence to a moderate extent continuance commitment of employee. When an organization is known to be trusted and reliable over time, it helps employee to work with open mind knowing that the organization will not take advantage of him/her opportunistically. Base on the findings of this work, the following recommendation are hereby proffered;

1. Managers should have a high level of trust on their employee in other to get and sustain their commitment as this will help enhance overall success and effectiveness of the organization.
2. Managers of the oil and gas firms should possess a high level of integrity and act in a reliable manner as this will to a great extent attract the commitment of their subordinates and enhance peaceful working condition in the organisation.
3. Managers and supervisors should enact policies that kick against incivility and such policy should be reviewed frequently to ensure civility in the working place which is a key factor to ensuring employee commitment.
4. The issue of molestation and physical assault should be eschewed in the workplace. Civility assists employees to act in harmony there by fostering their commitment in the organization.
5. The organizational culture should encourage respect and participation of employees in major decisions affecting them as this will enhance their commitment to the organization.

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