

## Influence of Workplace Ethics on Organizational Performance at the Directorate of Immigration Services, Nairobi, Kenya

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### Abstract:

An organization's performance can sometimes be measured by its ethical work climate. Ethical work atmosphere expresses the organization's overall ethical rationale. Thus, a strong ethical culture provides employees with a foundation for thinking through moral quandaries. In the past couple of years, scholars have initiated studies on the subject of ethical climate and its effect on the work environment, performance, and unethical behavior. The overall objective of this study was to examine the influence of workplace ethics on organizational performance: a study of Directorate of immigration Services, Nairobi Kenya. The specific objectives included; to examine ethical leadership and organizational performance at the Directorate of Immigration Services, Nairobi, Kenya, to assess the employee's commitment and organizational performance at the Directorate of Immigration Services, Nairobi, Kenya, and finally to examine employee behavioral attitudes and organizational performance at the Directorate of Immigration Services, Nairobi, Kenya. The present study was significant because it addressed workplace ethics in relation to organizational performance with special reference to the Directorate of Immigration Services, Nairobi, Kenya. The study applied a qualitative approach that helped the researcher to analyze the ethical behavior of public sector employees. The study utilized the survey research design. This method is often used by small and large organizations to understand and analyze new trends, market demands, and opinions. The study conducted semi-structured face-to-face interviews with open-ended questions and Key Informants interview to examine how workplace ethics influence organizational performance at the Directorate of Immigration Services, Nairobi Kenya. Descriptive statistics, correlation, regression, and analysis of variance were implemented in the investigation. This procedure was executed in the Windows version of the Statistical Package for Social Sciences 29.0. The relationship among variables was assessed using Pearson correlations, which included the attitude of employees and leaders, job satisfaction, job commitment, training, motivation, and performance data. It is primarily employed to examine the relationship between variables. In the event of a missing response, the average procedure is implemented. The interrelationship variables are the social modelling <--> people orientation and ethical guidance <--> people orientation variables, as the result suggests. Consequently, the null hypothesis was denied, and the alternative hypothesis was accepted. The regression equation indicated that ethical leadership has a positive impact on the performance of the organization. Additionally, it was determined that employee commitment is significantly and positively correlated with organizational performance ( $\beta=.1579$ ,  $p=0.013$ ). This was corroborated by a calculated t-statistic of 4.079, which exceeded the critical t-statistic of 1.96. Organizations will enhance their employees' productivity by augmenting their

motivation levels. The job commitment (0.562), attitude of employees and leader (0.509), job satisfaction (0.492), and training (0.331) of employees are moderately positively correlated with their performance. All correlations are statistically significant at the 0.01 level. The research suggested that organizations should prioritize their experienced personnel and establish an effective retention policy that includes competitive salaries, experience-based pay, and opportunity for advancement. The results of the study recommended that additional research be conducted to assist management in modifying employee attitudes, as they are the primary strategic asset of any organization. This study was conducted with only selected variables, which is a limitation. It should be expanded to encompass other regions as well.

**Key Words;** Organizational performance, Workplace Ethics

### **Introduction:**

Ethics is a critical issue in the modern workplace because organizations cannot flourish if neither employees nor employers consistently adhere to elevated standards of behaviour. Ethics is the system encompassing moral values, guidelines, and conduct. Workplace ethics refers to the conscientious application of established norms of conduct in order to safeguard the welfare of others while conducting business operations within an organization. (UGJI, 2009). It consists of a collection of ethical precepts, standards of conduct, or a set of values that pertain to proper workplace conduct. Employers and employees who violate these established norms and moral principles are behaving unethically, given that workplace ethics comprises a set of values, moral principles, or standards of conduct that govern proper conduct in the workplace.

Workplace ethics are of paramount importance in the public sector as they serve to maintain moral standards and deter unethical conduct. Ethics is the study of the moral principles that govern an individual's conduct. In essence, they constitute "regulations that delineate ethical conduct and establish responsibility" among government employees and the general populace. It is common to come across articles discussing corruption scandals that involve elected officials or law enforcement. Corruption and unscrupulous conduct have indisputable detrimental effects on public organizations (Beeri, Dayan et al., 2013). They continue by stating that unethical behaviour, which has the capacity to erode public confidence in the government and undermine democratic

principles, is one of the most severe problems with modern governance. Corruption and malfeasance have been pervasive challenges confronting nations worldwide.

It is crucial for public entities to develop strategies that can efficiently eliminate misconduct through the improvement of employee conduct. Hence, it is imperative for public servants to develop approaches for implementing practical ethical standards that can enhance public trust. One potential strategy for mitigating unethical practices that negatively impact the public interest is to cultivate an ethical environment within the work environment. Research has provided evidence of the effectiveness of ethical leadership in reducing instances of workplace malfeasance, abnormal conduct, and bullying (Mayer et al., 2009; Miao, Newman, Yu, & Xu 2013). It is essential to examine the function that moral leadership may serve in regulating employee conduct.

There was not always a need for ethics in organizations. Religious and social institutions, which were once the sites where the general public grappled with child labour, unfair wages, and deplorable working conditions, were once entrusted with this responsibility. Political and economic strategies such as President Truman's equitable Deal of the 1950s, which included civil rights, equitable income, and social responsibility, evolved from labour movements. Amidst profound cultural value shifts, the 1960s were marked by turbulence and the emergence of the individual in the workplace. In response to the decade's redefinition of social issues and behavioural

conduct, organizations implemented codes of conduct as a means of employer response. Tensions between employers and employees increased during the 1970s and 1980s, as workers became more value-oriented and collaboration became the norm. Organizations engaged in questionable and irresponsible ethical decision-making pertaining to product standards, such as those operating in the tobacco, food manufacturing, and oil and gas sectors, were publicly and legally called into account during the 1990s. It has been officially declared by society that organizations will be guided by business ethics throughout the 21st century.

Historiographically, ethics originated with the Protestant faith; however, work ethics programs were initially established in the defines sector to assist organizations in adhering to the heightened regulations that ensued in the wake of a sequence of controversies. The notion that work is a religious and moral duty has since been adopted more broadly as a simplified, commonplace version, particularly when discussing employee performance, organizational performance, and productivity. Religious organizations introduced and disseminated the concept of ethic in the United States during the 1930s. The growth of work ethic was facilitated by the nation's abundant natural resources, the conviction that America is a land of opportunity, and patriotism during the war (Fajana, 2006). In Western Germany, the imperative to endure the repercussions of wartime gave rise to the gospel of work ethics following World War II. However, in this region of the globe, the pursuit of instantaneous philosophical and developmental solutions led to less ethical practices and a high incidence of fraudulent activities (Aina, 2000).

According to Haq (2011), the significance of ethics in public management has been neglected until recently. There is growing recognition among researchers and organizations in both the public and private sectors regarding the escalating prevalence of ethical breaches on a global scale. Additionally, initiatives to promote the ethical conduct of public employees have been

implemented. Bishop (2013) observes that "the quantity of ethical dilemmas in the twenty-first century has compelled institutions to increase their obligation to the coverage of ethics in the field of business" due to the exposure of unethical leadership at all organizational levels.

In recent times, the Kenyan public service has witnessed notable advancements through the establishment of anti-corruption agencies, codes of conduct, transparency measures, work ethics and integrity systems, and codes of conduct (Ssonko, 2010). In order to generate probable referrals and repeat business, organizations must ensure that their products and services are suitable for the highly competitive market of the present day. Customers anticipate receiving high-quality service and deem it agreeable when the actual performance surpasses their anticipations. When trivial ethical violations are disregarded in the workplace, significant incidents will likewise go unnoticed. Employers who disregard ethical standards may face legal consequences such as litigation, reputational harm, and potential incarceration for their transgressions. In Kenya, organizations are susceptible to both minor and severe ethical violations. Conflicts of interest, favouritism, alcohol consumption, bigotry, tribalism, sexual harassment, billing fraud, bribery, inadequate time management, and bribery are among these. Likewise, academic fraud is a significant issue. The Kenya National Qualifications Authority has exposed the alarming truth that one-third of the nation's academic credentials are counterfeit. Considerable scholarly investigation has been devoted to examining the correlation between work ethics and organizational performance within the Kenyan civil service. However, the impact of workplace ethics on organizational performance at the Directorate of Immigration Services in Nairobi, Kenya, remains largely unexplored. Given the existing disparity, the objective of this research was to address the knowledge deficit by determining the potential consequences and potential strategies for alleviating negative repercussions.

### **Statement of the Problem:**

Numerous organizations, in an ideal world, establish distinct ethical protocols that govern their operations and the broader ramifications of their processes on stakeholders. These ethical principles may assist organizations in upholding distinct benchmarks of responsibility, accountability, and professionalism, among other qualities, as they confront various challenges and routine situations. Numerous substantial advantages frequently accrue to organizations that adhere to these principles in their operations; these benefits may enhance the well-being of employees, customers, leaders, and the wider public. Nonetheless, it is becoming apparent that the Kenyan civil service is implicated in a multitude of organizational controversies due to its lax approach to workplace ethics. Amidst an industry where financial gain and progress seem to supersede ethical deliberation, the significance of ethical conduct in the business world may appear incomprehensible. Absence of ethics causes an organization to face an array of difficulties. The objective of this study was to investigate the impact of workplace ethics on organizational performance at the Directorate of Immigration Services in Nairobi, Kenya. By doing so, the research aimed to develop strategies that could enhance the effectiveness of existing policies in the Kenyan civil service, specifically in relation to delivering quality services

### **Methodology:**

A qualitative method was used in the research. The data was collected through document analysis, observations (both active and passive), interviews (both structured and unstructured), and focus groups. Transcribing field notes, audio recordings, and data analysis into protocols and transcripts is the first step in using qualitative data management software for coding. Criteria such as protocols, reflexivity, sample tactics, piloting, co-coding, member-checking, and stakeholder participation will be employed to enhance and assess the quality of completed research. A survey research design was implemented for the purpose of this inquiry. Both sizable and modest enterprises often employ

this approach to analyse and perceive emerging trends, market requirements, and public sentiment. An exhaustively strategized survey has the potential to generate significantly more valuable and effective data gathering than a haphazard one. For data collection, key informant interviews and duplicates of questionnaires were utilized. For the purpose of operationalizing the independent variable (workplace ethics), dependability and integrity were utilized. Five items were utilized to evaluate each item. The dependent variable, which represents organizational performance, will be assessed using metrics including economic performance, operational performance, and human capital performance. A set of five items will be utilized to assess each for factor. Correlation analysis was employed to establish the association between the variables. The Directorate of Immigration Services in Nairobi, Kenya is composed of the following nine major divisions: Consular Services, Citizenship Services, Visa & Exemption Services, Permanent Residency, Management of Foreign Nationals, Passport Services, and Investigation & Enforcement. The investigation primarily targeted every employee within the designated sections. The study employed stratified sampling as the method for collecting data and information. With a particular objective in mind, individuals or other entities are selected using this sampling method. Participants in this study will include officers employed at the Directorate of Immigration Services in Nairobi, Kenya, specializing in the following departments: work permits and permits, citizenship services, visa and exemption services, permanent residence, foreign national's management, investigation and enforcement, and work permits and permits. The research incorporated a sample size of 410 individuals and a target population of 993. The researcher employed the stratified sampling technique to select a subset of representatives from distinct strata of the overall population. In this instance, the benefits of stratified random sampling were significant, as it increased accuracy and decreased expenses

A survey research design was implemented in the course of this inquiry. As defined by the definition, survey research involves "the gathering of data from a representative sample of individuals via their answers to inquiries." With this type of research, numerous methods of participant recruitment, data acquisition, and instrumentation are feasible. Combining qualitative and quantitative research methods, or both, the investigation utilized open-ended queries and surveys with numerical evaluations (i.e., mixed methods). Given its frequent application in the analysis and elucidation of human behaviour. In order to make informed decisions regarding the data presented in this manner, survey respondents must be cognizant of the potential for bias and the tried-and-true methods for mitigating it. This is particularly true given the variety of options available for conducting the study, which encompass common types of errors in research, their underlying causes, and the mitigation techniques that can be implemented. The study utilized descriptive statistics, Analysis of variance, correlation, and regression approaches. The method was executed using the Statistical Package for the Social Sciences (SPSS) version 29.0 for Windows. The Pearson correlations were employed to assess the link between factors, including the attitude of employees and leaders, job satisfaction, job commitment, training, motivation, and performance. The approach is primarily utilized for exploring the relationship between variables. The missing response average approach is employed.

The study utilized Analysis of Variance (ANOVA), a statistical method performed to examine variances among the means of several groups. Various scenarios were employed to ascertain whether there are any disparities in the means of distinct groups. ANOVA analyses the variability among many groups by examining samples obtained from each group. The ANOVA test analysed the variance within each group, which was determined by the independent variable. This variance was estimated based on the values of the dependent variable within each group.

Subsequently, it was juxtaposed with the within-group variation in order to assess its relationship to the overall variance of the group means. Generally, when there is a significant disparity in the average values and minimal variation within each group, it indicates a substantial distinction between the groups. In this case, the independent variable exhibits significant variation in relation to the dependent variable, leading to the rejection of the null hypothesis. Conversely, when there is a minor difference in the average values of the data, but the individual values within each group are widely spread, it indicates that there is less variation across the groups. In this scenario, the independent variable shows no significant variation in relation to the dependent variable, leading to the acceptance of the null hypothesis. Numerical data was analysed by the Pearson correlation approach. A value ranging from -1 to 1 was produced, where -1 denotes complete negative correlation, 1 complete positive correlation, and 0 no association. A high, positive correlation between two variables is interpreted as such when the correlation value is 0.7. Variable B increases in tandem with a rise in variable A when there is a positive connection; variable B decreases when there is a negative correlation.

## **Results and Discussions:**

### **Ethical leadership and organizational performance:**

The first objective was to examine ethical leadership and organizational performance at the Directorate of Immigration Services, Nairobi, Kenya. The study analysis and interpreted correlation between Ethical Leadership and Organizational Performance

H<sub>01</sub>: There is no significant relationship between ethical leadership and organizational performance.

H<sub>1</sub>: There is significant relationship between ethical leadership and organizational performance.

Ethical Leadership		Organizational Performance
Enhancing Positive Affect	Pearson Correlation Significance(2-tailed)	0.812 0.001*
Perspective Taking	Pearson Correlation Significance(2-tailed)	0.645 0.001*
Social Modeling	Pearson Correlation Significance(2-tailed)	0.805 0.001*
People Orientation	Pearson Correlation Significance(2-tailed)	0.721 0.001*
Power Sharing	Pearson Correlation Significance(2-tailed)	0.705 0.001*
Ethical Guidance	Pearson Correlation Significance(2-tailed)	0.681 0.001*
	N	210

Source: Field data (2024)

The association was evaluated using Pearson correlation. The analysis demonstrated a distinct positive correlation between the independent variable and organizational performance. The correlation matrix suggests that the independent variables have substantial positive relationships with ethical leadership, specifically the enhancement of positive affect, social modelling, people orientation, power sharing, ethical guidance, and perspective taking. The correlation coefficients (R-values) for these relationships are equivalent to 0.812, 0.805, 0.721, 0.705, 0.681, and 0.645, respectively. Additionally, the p-value indicates that these relationships are statistically significant at the 0.01 level. Consequently, the alternative hypothesis is adopted, and the null hypothesis is rejected. Consequently, it is possible to infer that there is a strong and substantial correlation between organizational success and ethical leadership. The study also carried a multiple regression analysis

H02: There are no significant influences of ethical leadership on organizational performance.

H2: There are significant influences of ethical leadership on organizational performance.

Table-2(a): Model Fit Summary

Model	R	R-Square	Adjusted-Square	Std. Error of the Estimate
EL	0.663	0.439	0.433	0.20669

Source: Field data (2024)

The model summary table presents an analysis of the R, R<sup>2</sup>, Adjusted R<sup>2</sup>, standard error of the estimate, and model fits. A multiple correlation coefficient of 0.663 suggests a strong predictive ability. The coefficient of determination for the variables fostering positive affect (EL-1), perspective taking (EL-2), social modelling (EL-3), people orientation (EL-4), power sharing (EL-5), and ethical guidance (EL-6) is determined to have a dependency of 44% on organizational performance. The study found that social modelling <--> people orientation and ethical guidance <--> people orientation are interrelated

variables. Therefore, the null hypothesis was refuted and the alternative hypothesis was accepted. The regression equation indicated a beneficial influence of ethical leadership on organizational performance.

**Employees commitment and organizational performance:**

The second objective was to assess the employee’s commitment and organizational performance at the Directorate of Immigration Services, Nairobi, Kenya. The correlation study revealed the connection between the variables. The relationship demonstrates that a positive correlation signifies

movement in the same direction, whereas a negative correlation suggests movement in the opposite direction. If the coefficient t is zero, there

is no need for correction. Table 1 provides a concise summary of the correlation analysis

		Organizational Performance	Employee Commitment
Organizational Performance	Pearson Correlation	1.000	
	Sig.(2-tailed)		
Employee Commitment	Pearson Correlation	.539 **	
	Sig.(2-tailed)	0.000	0.000

Source: Field data (2024)

The correlation analysis from Table 1 reveals a strong and statistically significant positive association between employee dedication and organizational success ( $r=.539$ ,  $p=0.000$ ). Therefore, there is a positive correlation between employee dedication and organizational performance. The findings align with Anita's (2016) research, which revealed a favourable correlation between worker commitment and job satisfaction and motivation. The company should

prioritize enhancing worker dedication to achieve a high level of performance. Employee dedication enhances the overall performance in both the short and long term.

Regression Analysis-The portion included model fitness, analysis of variance, and regression of coefficients. The data presented in Table 2 demonstrates the level of accuracy or suitability of the model.

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.115 a	0.285	0.213	0.15425

Source: Field data (2024)

The results from Table 2 demonstrate that employee devotion sufficiently explained organizational success. This was confirmed by the coefficient of determination, often known as the R square, which had a value of 0.285. This suggests

that the level of commitment shown by employees is responsible for 28.5% of the differences observed in the performance of the business. The results of the analysis of variance are presented in Table 3.

Table3: Analysis of Variance

Model		Sum of Squares	do	Mean Square	F	Sig.
1	Regression	2.485	1	2.285	727.33	.000b
	Residual	1.087	346	0.003		
	Total	3.572	347			

Source: Field data (2024)

The data presented in Table 3 suggest that the entire model was statistically significant. The results suggest that organizational performance in Swedish firms is significantly predicted by employee commitment. This is corroborated by the reported p-value of 0.000, which is less than the

standard significance level of 0.05. Consequently, managers have the capacity to improve the overall performance of textile companies in the county by fostering employee dedication. Table 4 illustrates the coefficient regression.

**Table4: Regression of Coefficient**

Un-standardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std.Error	Beta		
(Constant)	0.0161	0.002		8.050	0.005
Employee quality	0.1579	0.071	0.237	4.079	0.013

**Source: Field data (2024)**

The data presented in Table 4 suggest a positive and substantial correlation between organizational success and employee dedication ( $\beta=0.1579$ ,  $p=0.013$ ). The statement was supported by the estimated t-statistic of 4.079, which was greater than the required t-statistic of 1.96. The results indicate that a 0.1579-unit enhancement in organizational performance is the result of a one-unit increase in employee commitment, provided that all other parameters remain constant. The firm's performance is influenced by the commitment of its employees, as per Stackhouse and Turner (2019). Consequently, it is imperative to enhance commitment by implementing a consistent training program and intentionally offering motivational products within the organization. The corporation experiences numerous advantageous results as a result of organizational commitment, which is a critical subject in the business world.”

**Employee behavioral attitudes and organizational performance**

The third objective of the study was to examine employee behavioral attitudes and organizational performance at the Directorate of Immigration Services, Nairobi, Kenya. The data analysis involved the utilization of descriptive statistics,

Analysis of Variance (ANOVA), as well as correlation and regression approaches. The method was executed using the Statistical Package for Social Sciences (SPSS) version 29.0 for Windows. The Pearson correlations were employed to assess the link between factors, including the attitude of employees and leaders, job satisfaction, job commitment, training, motivation, and performance. The approach was predominantly utilized for exploring the relationship between variables. The missing response average approach was employed. Table-1 displays the levels of anger as indicated by the mean results. Attitude, job happiness, job dedication, training, and motivation are factors that contribute to the improvement of employee performance. The descriptive statistics table clearly indicates that there is a positive correlation between attitude and employee performance, as evidenced by the answer score of 4.2. Higher job satisfaction positively correlates with increased employee performance, as evidenced by a score of 4.07. Job dedication, training, and motivation have a beneficial impact on performance, as indicated by the results (4.23, 4.01, 4.25) accordingly.



	N	Mean	Std. Deviation
Attitude of Employees and leaders	88	4.0312	.65193
job satisfaction	88	4.0795	.52734
Job Commitment	88	4.2330	.49247
Training	88	4.0142	.71152
Motivation	88	4.2358	.55626
Performance	88	4.3659	.47583

Source: Field data (2024)

The correlation results are displayed in Table-2. There is a significant and positive association (0.634) between employee performance and motivation. Elevating employee motivation inside firms leads to a subsequent enhancement in their performance. The performance of employees is moderately positively correlated with job dedication (0.562), the attitude of employees and leaders (0.509), job satisfaction (0.492), and training (0.331). All associations exhibit statistical significance at the 0.01 level.

The regression equation was derived using regression analysis. Multicollinearity is a statistical phenomenon used to quantify the collinearity

among two or more predictor variables. In this scenario, the coefficient estimates may exhibit erratic fluctuations in reaction to minor alterations in the model or data. In order to test for multicollinearity, the measures of tolerance, VIF (variance inflation factor), and condition index were employed. A lower tolerance value and a high VIF value (more than 10) indicate the presence of multicollinearity. The Durbin-Watson statistic was utilized to detect autocorrelation. A Durbin-Watson value of 2 indicates the absence of autocorrelation. The results presented in Table-3 and 4 indicate the absence of both multicollinearity and autocorrelation in our data, hence ensuring the reliability of the regression results.

Table 2: Correlations

		Performance	Attitude	Job Satisfaction	Commitment	Training	Motivation
Performance	Pearson Correlation Sig (2 tailed)	1					
Attitude of Employee and Leaders	Pearson Correlation Sig (2 tailed)	.509** .000	1				
Job Satisfaction	Pearson Correlation Sig (2 tailed)	.492** .000	.716** .000	1			
Job commitment	Pearson Correlation	.562**	.510**	.456**	1		

	Sig (2 tailed)	.000	.000	.000			
Training	Pearson Correlation	.331**	.522**	.409**	.464**	1	
	Sig (2 tailed)	.002	.000	.000	.000		
Motivation	Pearson Correlation	.634**	.550**	.540	.573**	.465**	1
	Sig (2 tailed)	.000	.000	.000	.000	.000	

\*\* Calculation is significant at the 0.01level (2 tailed)

Source: Field data (2024)

**Conclusion:**

The study aimed to investigate the impact of workplace ethics on the functioning of the Directorate of Immigration Services in Nairobi, Kenya. The investigation yielded three distinct conclusions in accordance with its stated objectives.

**Ethical leadership and organizational performance:**

The study indicated that ethical leadership facilitates the internalization of a collaborative relationship, which in turn leads to the effective management of organizational operations. Ethical leadership enhances organizational effectiveness. The correlation between ethical leadership and organizational performance is beneficial, leading to improved outcomes. Ethical leadership significantly impacts organizational performance by fostering increased productivity. The workforce management is influenced by the norms and values of the firm, which are based on diverse cultures. Strong ethical leadership in an organization facilitates the successful and efficient management of personnel in the workforce. Profit in an organization contributes to the improvement of employee performance. Efficiently utilizing resources within a shared cultural affiliation contributes to the healthy growth of the organization. Ethical leadership is advantageous for enhancing and gaining a competitive advantage under specific circumstances. Ethical leadership

contributes to the enhancement of organizational performance.

**Employees commitment and organizational performance:**

The study additionally determined that employee dedication has a favourable and noteworthy influence on organizational effectiveness. Employee dedication is crucial for every organization to achieve exceptional long-term performance. A correlation was found indicating that a one-unit increase in employee commitment leads to a 0.1579-unit increase in organizational performance, while keeping all other factors constant. The findings indicated that employee commitment is a strong predictor for explaining organizational success in Swedish firms. This was supported by a reported p-value of 0.000, which is lower than the normal probability significance level of 0.05. The dedicated personnel contribute to organizations in various ways by exerting extra efforts to complete their tasks. Dedicated personnel contribute additional value to the firm, such as perseverance, proactive assistance, relatively high efficiency, and a consciousness of quality. Employees that demonstrate strong commitment to their work are also less inclined to take sick leave or resign from the firm. Employee commitment is crucial for organizational performance and goal attainment. When employees feel a strong sense of connection to the organization, they exhibit higher levels of productivity and dedication to their work.

### **Employee behavioural attitudes and organizational performance:**

Finally, the study determined that the most crucial resource of any firm is its human capital. Their work performance is strategically aligned with the organization's management in order to gain a competitive edge in the market. Employee emotional and physical well-being has a direct impact on corporate performance. The overall finding of this study is that there is a positive correlation between employee job satisfaction and organizational performance. Employee satisfaction is a crucial aspect to consider in a business, as the organization's success is contingent upon its employees. Content and fulfilled personnel exert maximum effort in the firm and serve as a crucial element in obtaining a strategic advantage in the market due to their fundamental skills and abilities. In order to enhance employee happiness, a firm can introduce benefit packages, such as a wage raise, as a prompt response to mitigate staff layoffs. Furthermore, corporations have the ability to implement incentive programs and provide medical and insurance benefits in order to fulfil the needs and desires of their employees. Minimizing employee turnover will also enhance organizational performance. Enhancing working conditions is highly helpful in boosting employee job satisfaction. Furthermore, essential resources such as a suitable work environment and proper tools are crucial in efficiently motivating employees to complete their tasks. Enhancing advice and support further augments employee satisfaction. Job participation is a measure of an employee's level of dedication and commitment to their work. Employees are bound to work by motivational forces. Employee engagement can be enhanced by implementing flexible work hours and fostering teamwork to accomplish goals and tasks, which are crucial aspects. Fostering trust among employees and cultivating genuine relationships are also highly beneficial strategies. Employee commitment can be enhanced by implementing strategies such as mentoring, involving employees in the company's vision and mission, fostering a people-centric culture, prioritizing feedback,

promoting mental and physical well-being by emphasizing health and safety regulations, and supporting innovation through comprehensive training and development programs. These tools have proven to be highly effective in increasing employee commitment.

### **Recommendations:**

The study presents the following recommendations in relation to the findings of the investigation. The regression analysis demonstrated a strong statistical significance between job commitment and motivation. Therefore, managers should establish a connection between pay and performance, offer timely training, and implement an appropriate job design in order to enhance performance levels. The results demonstrated that all elements had an equal impact on the performance level of individuals of different genders. Furthermore, as the degree of experience improves, the attitudes of employees and leaders, job satisfaction, and job dedication exhibit stronger effects on performance. In order to achieve this objective, firms should highly regard their seasoned staff members and develop a robust retention strategy that includes offering competitive salaries, experience-based base pay, and promotions based on experience.

The organization's effectiveness relies heavily on the exemplary performance of its employees. As previously mentioned, there are numerous elements that influence both employee and organizational performance. The descriptive statistics analysis demonstrated a favourable correlation between the variables of attitude, job satisfaction, job commitment, training, and motivation, and their impact on employee performance. Upon examining the correlation results, it is evident that motivation, job commitment, and attitude of employees and leaders exhibit a strong correlation with performance. To attain a higher level of performance, organizations must establish a cooperative and employee-oriented culture that emphasizes these variables.

### Suggestions for further research:

The results of this study would assist management in implementing essential measures to modify employee attitudes, as they constitute the primary strategic resource in any firm. One disadvantage of this study is that it only considered a certain set of characteristics. To enhance the study's scope, it should be expanded to include other areas as well.

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