



Work Ethics and Organizational Performance within the Benin Electricity Distribution Company (BEDC), Akpakpava Branch, Edo State

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ABSTRACT

This study examined the impact of work ethics on organizational performance at the Benin Electricity Distribution Company (BEDC), Akpakpava branch, Edo State. It sought to proffer solutions to performance challenges arising from poor punctuality and weak commitment within the organization. The study adopted a survey research design. The population comprised one hundred and twenty (120) employees of BEDC, Akpakpava branch, including management staff, administrative personnel, technical staff, engineers, customer service officers, and field workers. Taro Yamane's formula was used to determine a sample size of ninety-two (92) respondents, selected through convenience sampling. The validity of the research instrument was established through expert review, while reliability was tested using Cronbach's Alpha method, yielding a coefficient of 0.78. Data collected were analyzed using frequency tables, percentages, and SPSS version 25. The findings revealed that employee punctuality significantly improves organizational performance and that employee commitment positively enhances organizational effectiveness. The study concluded that work ethics play a vital role in achieving sustainable organizational performance at BEDC, Akpakpava branch, Edo State. It was therefore recommended that management strengthen ethical standards through effective supervision, staff training, and policies that promote discipline, accountability, transparency, and professionalism among employees.

Keywords: Employee commitment; Employee punctuality; Organizational performance; Service delivery; Work ethics

1. Introduction

In today's competitive business environment, organizations continuously strive to enhance productivity, profitability, and sustainability. A critical factor influencing the achievement of these objectives is work ethic, which shapes employees' attitudes, behaviors, commitment, and sense of responsibility toward their duties. Work ethics encompass the application of moral values and professional standards to employee behavior, decision-making, and workplace relationships (Meyer & Li, 2024). Organizations with strong ethical standards often experience higher efficiency, improved teamwork, enhanced customer satisfaction, and long-term success. The concept of work ethics is historically rooted in Max Weber's theory of the Protestant work ethic, which emphasized discipline, hard work, and a sense of duty as drivers of economic success. Contemporary scholars have expanded this perspective, highlighting that ethical work behavior remains essential for achieving organizational effectiveness across sectors and economies. Ethical work involves employee behaviors that promote trust, respect, reliability, and commitment within organizations (Xiao & Hou, 2024).

Organizational performance refers to an organization's ability to achieve its objectives efficiently and effectively. In developing countries such as Nigeria, public sector organizations continue to face significant challenges, including inefficiency, corruption, weak accountability systems, and poor service delivery. These challenges are frequently linked to weak work ethics among employees (Olowu, 2016; Akinwale, 2019; Adebayo, 2019). Despite reforms across various sectors, including the power sector, organizational performance remains below expectations due to both structural and behavioral deficiencies. Following the privatization of Nigeria's power sector in 2013, the Benin Electricity Distribution Company (BEDC) emerged as a key electricity distribution company responsible for delivering power to Edo, Delta, Ondo, and Ekiti States. The company plays a strategic role in ensuring electricity supply, which is crucial for economic growth, industrial development, and improved living standards (Odiwo et al., 2024).

However, BEDC, like many distribution companies in Nigeria, has continued to experience operational challenges, including irregular power supply, customer dissatisfaction, revenue losses, and inefficiencies in service delivery (Odiwo et al., 2024). Despite ongoing reforms in Nigeria's power sector, electricity distribution companies such as the Benin Electricity Distribution Company (BEDC), Akpakpava branch, Edo State, continue to face persistent operational challenges. While infrastructural deficits and regulatory issues are frequently cited as primary causes, insufficient attention has been given to the role of employee work ethics and its influence on organizational performance. A workforce characterized by poor punctuality, low commitment, weak accountability, lack of discipline, and compromised integrity can significantly hinder organizational effectiveness (Olowu, 2016). These issues often result in inefficiencies, reduced productivity, and declining public confidence in service delivery, ultimately yielding limited organizational results (Adebayo, 2019; Armstrong, 2021; Cresswell, 2021). This gap in the literature and practice underscores the need for an empirical investigation into how specific dimensions of work ethics, particularly employee punctuality and commitment, affect organizational performance within this critical sector.

The broad objective of this study was to examine the impact of work ethics on organizational performance in the Benin Electricity Distribution Company (BEDC), Akpakpava branch, Edo State. The specific objectives are to examine the impact of employee punctuality on organizational performance in BEDC, Akpakpava branch, Edo State, and to assess the impact of employee commitment on organizational performance in BEDC, Akpakpava branch, Edo State. In pursuit of these objectives, this research seeks to provide answers to the following questions: What is the impact of employee punctuality on organizational performance in BEDC, Akpakpava branch, Edo State? What is the impact of employee commitment on organizational performance in BEDC, Akpakpava branch, Edo State? To provide useful answers to these research questions and realize the study objectives, the following null hypotheses were formulated and tested: there is no significant impact of employee punctuality on organizational performance in BEDC, Akpakpava branch, Edo State; and there is no significant impact of employee commitment on organizational performance in BEDC, Akpakpava branch, Edo State.

2. Literature Review

2.1 Conceptual Framework

This section presents a review of the concepts of work ethics and organizational performance within the context of the Benin Electricity Distribution Company (BEDC), Akpakpava branch, Edo State.

Concept of Work Ethics

Work ethics are a system of moral principles guiding employees' attitudes and conduct, encompassing commitment, responsibility, integrity, discipline, and dedication to organizational goals. Miller, Woehr, and Hudspeth (2002) identify core dimensions as hard work, self-reliance, morality, delay of gratification, and effective time use, which together foster productivity. Robbins and Judge (2022) describe work ethics as shared values shaping punctuality, honesty, reliability, and respect for institutional norms, qualities essential for efficient service delivery and customer satisfaction.

Weber's (1958) Protestant Work Ethic theory, which emphasizes diligence, discipline, and responsibility as drivers of productivity, remains applicable to the Nigerian public sector. For BEDC, upholding such standards can reduce corruption and improve accountability (Ali & Al-Kazemi, 2020; Bass & Avolio, 2020). Nigeria's electricity sector has long struggled with inefficiency, corruption, and poor service delivery, problems that Oghojafor, Kuye, and Sulaimon (2019) attribute largely to weak employee ethical orientation. Strengthening work ethics is critical to BEDC's performance and public trust.

Key dimensions relevant to this study include integrity, accountability, punctuality, diligence, teamwork, professionalism, self-discipline, respect for rules, and service orientation. Dessler (2020) notes that organizations embedding ethics into HR practices see higher productivity and satisfaction, while World Bank (2022) and NERC (2023) reports confirm weak ethics remain a major constraint on Nigeria's power sector. Promoting these values at BEDC requires strong leadership, training, and policy enforcement. Punctuality reflects commitment to norms (Robbins & Judge, 2022); organizational commitment enhances motivation and retention (Meyer & Allen, 2019); teamwork improves cohesion and problem-solving (Luthans, 2021); and self-discipline sustains performance without supervision. Respect for rules maintains institutional order (Oghojafor et al., 2019), and service orientation shapes customer satisfaction and public perception. These dimensions form a comprehensive framework linking work ethics to organizational performance.

Concept of Organizational Performance

Richard et al. (2009) assert that organizational performance is the extent to which an organization achieves its goals efficiently and effectively. In public utility organizations such as Benin Electricity Distribution Company (BEDC), Akpakpava branch, performance is measured through service delivery, operational efficiency, customer satisfaction, and accountability. Organizational performance is multidimensional. Richard et al. (2009) categorize it into financial performance, operational performance, and stakeholder satisfaction. However, in public sector organizations, emphasis is placed on operational effectiveness and service quality. In BEDC, Akpakpava branch, Edo State, performance is assessed based on electricity supply reliability, responsiveness to faults, billing efficiency, and customer service. Poor performance can lead to economic losses, reduced productivity, and public dissatisfaction. Oghojafor et al. (2019) emphasize the importance of these factors in Nigerian public sector performance. Employee performance significantly affects organizational outcomes (Armstrong, 2021).

2.2 Theoretical Framework

The theoretical framework for this study is anchored on the Protestant Work Ethic Theory by Max Weber (1958). Weber argued that strong moral values such as hard work, discipline, responsibility, and frugality are essential drivers of productivity and organizational efficiency. According to this theory, individuals who possess strong work ethics are more likely to be committed, productive, and goal-oriented. In the context of BEDC, Akpakpava branch, Edo State, this theory implies that employees who demonstrate punctuality, discipline, and dedication to duty will significantly enhance service delivery and operational performance. The theory remains relevant in explaining variations in organizational performance based on employees' ethical orientation.

Another important theoretical underpinning is the Social Exchange Theory, developed by Peter Blau (1964). This theory posits that workplace relationships are based on reciprocal exchanges between employees and the organization. When employees perceive fairness, ethical leadership, and supportive working conditions, they are more likely to reciprocate with positive attitudes such as loyalty, commitment, and improved performance. Within BEDC, when management demonstrates transparency, fairness, and accountability, employees are more likely to exhibit strong work ethics, thereby improving organizational outcomes.

2.3 Empirical Review

Chien (2004) found a strong positive relationship between work ethics and employee performance in public organizations. Employees with high levels of discipline, responsibility, and commitment were more effective in achieving organizational goals. This supports the argument that ethical behavior is a key determinant of performance. Ali and Al-Kazemi (2007) also found that ethical values such as honesty, accountability, and diligence significantly improved organizational efficiency in government institutions. Their study highlighted that strong work ethics reduce corruption and enhance decision-making processes.

In the Nigerian context, Umukoro (2015) revealed that poor work ethics, including absenteeism and lack of commitment, negatively affect productivity in public enterprises. The study emphasized that strengthening ethical standards through training and supervision improves performance outcomes. Similarly, Ogunnaike and Kehinde (2013) examined the electricity sector in Nigeria and found that poor employee attitudes and weak ethical practices contributed to service delivery failures such as power outages and delayed fault repairs. The study concluded that improving work ethics is essential for enhancing operational efficiency.

Okeke and Eme (2015) found that accountability and transparency significantly influence organizational effectiveness in Nigeria's public sector. Their findings showed that organizations with strong ethical cultures perform better in resource management and service delivery. Hassan, Wright, and Yukl (2014) demonstrated that ethical leadership positively affects employee commitment and job performance. Leaders who model ethical behavior encourage employees to adopt similar values, thereby improving organizational performance. Adebayo and Ogunsina (2011) found that ethical work environments significantly enhance job satisfaction and organizational commitment among public sector employees. Employees who perceive fairness and integrity in their organizations are more productive and less likely to leave. Odiwo, Amina, and Enoyoze (2024) reported that weak organizational ethics contribute significantly to inefficiency in employee performance. Their study emphasized that strengthening ethical frameworks leads to improved service delivery and customer satisfaction. More recent reports (World Bank, 2022; NERC, 2023) further confirm that inefficiencies in Nigeria's electricity sector are partly linked to weak accountability systems and employee behavior, reinforcing the importance of work ethics in organizations like BEDC.

2.4 Gap in the Literature

Despite the growing body of research on work ethics and organizational performance, several gaps remain. First, much of the existing literature focuses on broad ethical constructs without disaggregating specific dimensions such as punctuality and commitment, particularly within Nigeria's electricity distribution sector. Second, while studies have examined work ethics in public organizations generally, limited empirical attention has been given to BEDC specifically, despite its strategic importance and persistent operational challenges. Third, the intersection of Protestant Work Ethic Theory and Social Exchange Theory in explaining employee behavior within privatized electricity distribution companies remains underexplored. This study addresses these gaps by empirically examining the impact of employee punctuality and commitment on organizational performance in BEDC, Akpakpava branch, Edo State.

3. Methodology

This study adopted a quantitative research design to examine the impact of work ethics on organizational performance in the Benin Electricity Distribution Company (BEDC), Akpakpava branch, Edo State. The population of the study consisted of all employees of BEDC, Akpakpava branch, Edo State, including management staff, administrative personnel, technical staff, engineers, customer service officers, and field workers involved in electricity distribution and related operations. These categories of employees were considered appropriate because they possess adequate knowledge of the organization's ethical practices and operational performance. The estimated population of staff in BEDC, Edo State was one hundred and twenty (120) employees.

The Taro Yamane's formula was applied to derive a sample size of 92. However, questionnaires were administered, and 80 respondents successfully returned their questionnaires, representing a response rate of 86.9%. The Taro Yamane's formula is expressed as follows:

$$n = N / 1 + N(e)^2$$

Where: n = sample size; N = population size; e = level of error (0.05).

Applying the formula: $n = 120 / 1 + 120(0.05)^2 = 92$.

Therefore, the sample size for the study was eighty (80) respondents. The study adopted a convenient sampling technique in selecting respondents from the various departments of BEDC, Akpakpava branch, Edo State. This technique gave all employees equal opportunity of being selected for the study and helped to eliminate bias in the selection process.

The questionnaire contained close-ended questions designed to obtain respondents' opinions on work ethics and organizational performance. Regarding the validity of the instrument, the questionnaire was carefully designed in line with the objectives of the study and was subjected to expert examination. To ensure reliability, the questionnaire was subjected to a pilot test using selected respondents outside the study area but with similar characteristics to the target population. The responses obtained were analyzed using the Cronbach Alpha reliability method, which produced a reliability coefficient of 0.78. This value indicated that the instrument was reliable and suitable for the study. The variables of the study were measured using a five-point Likert scale format. Respondents were requested to indicate their level of agreement or disagreement with statements relating to work ethics and organizational performance. The completed questionnaires were collected, coded, and analyzed using appropriate statistical methods, including descriptive statistics, correlation analysis, and regression analysis.

4. Results and Discussion

4.1 Demographic Characteristics of Respondents

The demographic profile of respondents is presented in Table 1. The results show that respondents were predominantly male (60.0%) compared to female (40.0%). The largest age group was below 25 years (45.0%), followed by 25–34 years (23.8%), 35–44 years (16.3%), and 45 years and above (15.0%), reflecting a relatively youthful workforce. In terms of qualification, most respondents held HND/BSc certificates (52.5%), followed by SSCE/OND (30.0%) and postgraduate qualifications (17.5%). Regarding length of service, the largest proportion had 2–5 years (32.5%), followed by 6–10 years (28.8%), above 10 years (20.0%), and less than 2 years (18.8%). Most respondents were permanent/full-time staff (65.0%), with the remainder on contract (35.0%). This demographic profile reflects a relatively young, fairly educated, and predominantly permanent workforce, positioning them to provide informed perspectives on work ethics practices and their relationship with organizational performance.

Table 1. Demographic Information

Variable	Category	Frequency	Percentage (%)
Gender	Male	48	60.0
	Female	32	40.0
Age	Below 25	36	45.0
	25–34 Years	19	23.8
	35–44 Years	13	16.3
	45 Years – Above	12	15.0
Qualification	SSCE/OND	24	30.0
	HND/BSc	42	52.5
	Postgraduate (PGD/MSc/MBA/PhD)	14	17.5
Length of Service	Less than 2 Years	15	18.8
	2–5 Years	26	32.5
	6–10 Years	23	28.8
	Above 10 Years	16	20.0
Employment Status	Permanent/Full-Time Staff	52	65.0
	Contract Staff	28	35.0

Source: Field Survey, 2026

4.2 Descriptive Analysis of Study Variables

Employee Commitment

Table 2 presents the descriptive statistics for employee commitment. The results reveal a moderate level of employee commitment within the organization (overall mean = 3.42). Respondents most strongly agreed that management recognizes and rewards committed employees ($\bar{x}$ = 3.59, SD = 1.299), the highest-rated item, followed closely by the perception that employee commitment has contributed to a reduction in customer complaints ($\bar{x}$ = 3.54, SD = 1.282). Lower agreement was recorded for extra effort beyond normal duties ($\bar{x}$ = 3.38, SD = 1.363) and loyalty towards the organization ($\bar{x}$ = 3.34, SD = 1.359), while the lowest-rated item was dedication to achieving organizational goals ($\bar{x}$ = 3.26, SD = 1.366). This pattern suggests that while employees perceive management support and recognition as relatively strong drivers of commitment, deeper affective indicators such as loyalty and goal-directed dedication are comparatively weaker, pointing to a commitment that may be more transactional (reward-driven) than intrinsic. The standard deviations across all items (ranging from 1.282 to 1.366) indicate a fairly consistent spread of responses relative to the commitment construct, though still reflecting notable variability in employees' commitment experiences across the organization.

Table 2. Employee Commitment

S/ N	Statement	SA	A	N	D	SD	$\bar{X}$	SD
1	Employees in this organization are dedicated to achieving organizational goals.	14	33	5	16	12	3.26	1.366
2	I put in extra effort beyond my normal duties to help this organization succeed.	19	28	6	18	9	3.38	1.363
3	I feel a strong sense of loyalty towards this organization.	17	30	5	18	10	3.34	1.359
4	Employee commitment has contributed to a reduction in customer complaints.	19	34	5	15	7	3.54	1.282
5	Management recognizes and rewards committed employees.	21	33	6	12	8	3.59	1.299

Source: Field Survey, 2026

Employee Punctuality

Table 3 presents the descriptive statistics for employee punctuality. The results indicate a moderate level of employee punctuality within the organization (overall mean = 3.47). Respondents most strongly agreed that punctuality is strictly monitored and enforced by management ($\bar{x}$ = 3.74, SD = 1.260), the highest-rated item, suggesting management places clear emphasis on punctuality compliance. This was followed by the perception that punctuality has improved service delivery to customers ($\bar{x}$ = 3.54, SD = 1.368). Comparatively lower agreement was recorded for employees feeling motivated to arrive early due to the work culture ($\bar{x}$ = 3.40, SD = 1.539) and reporting to work on time ($\bar{x}$ = 3.39, SD = 1.392), while the lowest-rated item was late-coming attracting disciplinary action ($\bar{x}$ = 3.30, SD = 1.409). This suggests that although punctuality is actively monitored, enforcement through disciplinary consequences is perceived as relatively weaker, which may account for the moderate rather than strong overall agreement. The comparatively high standard deviations across all items (ranging from 1.260 to 1.539) indicate considerable variability in respondents' experiences, suggesting that punctuality practices, while present, are not uniformly enforced or experienced across the organization.

Table 3. Employee Punctuality

S/ N	Statement	SA	A	N	D	SD	$\bar{X}$	SD
1	Employees in this organization report to work on time.	20	27	8	14	11	3.39	1.392
2	Punctuality is strictly monitored and enforced by management.	25	33	4	12	6	3.74	1.260
3	Late-coming attracts disciplinary action in this organization.	18	28	6	16	12	3.30	1.409
4	Punctuality among staff has improved service delivery to customers.	23	29	5	14	9	3.54	1.368
5	I feel motivated to arrive early because of the work culture here.	29	17	3	19	12	3.40	1.539

Source: Field Survey, 2026

Organizational Performance

Table 4 presents the descriptive statistics for organizational performance. The results indicate a moderate level of organizational performance (grand mean = 3.41). Respondents most strongly agreed that overall organizational performance has improved over the past few years ($\bar{x}$ = 3.55, SD = 1.311) and that service delivery, including billing, fault response, and customer support, has been efficient ($\bar{x}$ = 3.55, SD = 1.340), both jointly rated as the highest items. Lower agreement was recorded for the organization consistently meeting its set targets and objectives ($\bar{x}$ = 3.36, SD = 1.362) and the perceived link between staff discipline and organizational success ($\bar{x}$ = 3.32, SD = 1.430), while the lowest-rated item was employee work ethics enhancing the overall image of the branch ($\bar{x}$ = 3.28, SD = 1.387). This suggests that while operational indicators of performance (service delivery, general improvement) are relatively well perceived, respondents are less convinced of a strong, visible link between work ethics specifically and performance outcomes such as target attainment and organizational image. The standard deviations across items (ranging from 1.311 to 1.430) reflect notable variability in responses, indicating that perceptions of organizational performance are not uniformly held across the workforce, a pattern consistent with the moderate and somewhat inconsistent levels of punctuality and commitment reported earlier.

Table 4. Organisational Performance

S/ N	Statement	SA	A	N	D	SD	$\bar{X}$	SD
1	The overall performance of this organization has improved over the past few years.	19	36	4	12	9	3.55	1.311
2	This organization consistently meets its set targets and objectives.	16	33	7	12	12	3.36	1.362
3	Service delivery (e.g., billing, fault response, customer support) has been efficient.	23	29	4	17	7	3.55	1.340
4	Employee work ethics has enhanced the overall image of BEDC in this branch.	17	28	6	18	11	3.28	1.387
5	There is a clear relationship between staff discipline and organizational success.	19	29	3	17	12	3.32	1.430

Source: Field Survey, 2026

4.3 Reliability Analysis

Table 5 presents the reliability analysis results. The reliability results indicate that the instrument is highly consistent. Employee Punctuality (α = 0.887), Employee Commitment (α = 0.873), and Organisational Performance (α = 0.844) all exceeded the 0.70 threshold, showing good internal reliability. The overall scale also recorded an excellent Cronbach's alpha of 0.960, confirming that the 15 items measured the constructs reliably and were suitable for further analysis.

Table 5. Reliability Analysis

Variables	No. of Items	Cronbach's Alpha
Employee Punctuality	5	0.887
Employee Commitment	5	0.873
Organisational Performance	5	0.844
All Variables	15	0.960

Source: SPSS Output

4.4 Correlation Analysis

Table 6 presents the correlation analysis results. The correlation results show very strong and positive relationships among all the variables. Employee punctuality is strongly related to organizational performance ($r = 0.949$, $p < 0.001$), while employee commitment has an even stronger relationship with organizational performance ($r = 0.987$, $p < 0.001$). Similarly, employee punctuality and employee commitment are also highly and positively correlated ($r = 0.954$, $p < 0.001$). This suggests that improvements in punctuality and commitment are associated with better organizational performance, although the very high coefficients may indicate possible overlap among the constructs.

Table 6. Correlation Analysis

Variable	Statistic	Emp. Punctuality	Emp. Commitment	Org. Performance
Employee Punctuality	Pearson Correlation	1	.954**	.949**
	Sig. (2-tailed)		.000	.000
	N	80	80	80
Employee Commitment	Pearson Correlation	.954**	1	.987**
	Sig. (2-tailed)	.000		.000
	N	80	80	80
Organisational Performance	Pearson Correlation	.949**	.987**	1
	Sig. (2-tailed)	.000	.000	
	N	80	80	80

** Correlation is significant at the 0.01 level (2-tailed). Source: SPSS Output

4.5 Hypothesis Testing

Hypothesis One: Employee Punctuality and Organisational Performance

The first hypothesis sought to examine the impact of employee punctuality on organizational performance in BEDC, Akpakpava branch, Edo State. The regression model shows a strong fit, with $R = 0.949$ and $R^2 = 0.900$, meaning punctuality accounts for 90.0% of the changes in organizational performance. The adjusted R^2 of 0.899 confirms that the model remains highly robust, while the standard error of 0.342 indicates a relatively small prediction error. The ANOVA result shows $F(1, 78) = 700.837$, $p < 0.001$, indicating that the regression model is statistically significant and that employee punctuality has a meaningful effect on organizational performance.

Table 7. Model Summary (Hypothesis One — Employee Punctuality)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.949 ^a	.900	.899	.342

a. Predictors: (Constant), Employee Punctuality. Source: SPSS Output

The coefficients result shows that employee punctuality has a positive and statistically significant effect on organizational performance. The coefficient shows that a one-unit increase in punctuality is associated with a 0.878 increase in organizational performance ($B = 0.878$, $t = 26.473$, $p < 0.001$). The constant is also significant ($B = 0.362$, $p = 0.004$), indicating a positive baseline level of organizational performance when punctuality is at zero. Overall, the result confirms that punctuality is a strong predictor of organizational performance. Since the p-value is below 0.05, the null hypothesis is rejected, and the alternative hypothesis is supported.

Table 8. ANOVA (Hypothesis One — Employee Punctuality)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	81.803	1	81.803	700.837	.000 ^b
Residual	9.104	78	.117		
Total	90.908	79			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Employee Punctuality

Source: SPSS Output

Table 9. Coefficients (Hypothesis One — Employee Punctuality)

Model	B	Std. Error	Beta	t	Sig.
(Constant)	.362	.121		2.984	.004
Employee Punctuality	.878	.033	.949	26.473	.000

a. Dependent Variable: Organisational Performance. Source: SPSS Output

Hypothesis Two: Employee Commitment and Organisational Performance

The second hypothesis sought to assess the impact of employee commitment on organizational performance in BEDC, Akpakpava branch, Edo State. The regression model shows that employee commitment explains a very large proportion of the variation in organizational performance. The model is very strong, with $R = 0.987$ and $R^2 = 0.974$, meaning employee commitment accounts for 97.4% of the changes in organizational performance. The adjusted R^2 is also 0.974, showing that the model remains highly stable after adjustment. The standard error of 0.175 indicates a very small prediction error. The ANOVA result shows $F(1, 78) = 2905.927$, $p < 0.001$, indicating that the regression model is statistically significant and that employee commitment has a strong effect on organizational performance.

Table 10. Model Summary (Hypothesis Two — Employee Commitment)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.987 ^a	.974	.974	.175

a. Predictors: (Constant), Employee Commitment. Source: SPSS Output

The coefficients result shows that employee commitment has a positive and statistically significant effect on organizational performance. The coefficient shows that a one-unit increase in employee commitment is associated with a 0.975 increase in organizational performance ($B = 0.975$, $t = 53.907$, $p < 0.001$). The constant is not significant ($B = 0.079$, $p = 0.229$), so the main conclusion is that employee commitment is a strong predictor of organizational performance. Since the p-value is below 0.05, the null hypothesis is rejected, and the alternative hypothesis is accepted.

Table 11. ANOVA (Hypothesis Two — Employee Commitment)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	88.531	1	88.531	2905.927	.000 ^b
Residual	2.376	78	.030		
Total	90.908	79			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Employee Commitment

Source: SPSS Output

Table 12. Coefficients (Hypothesis Two — Employee Commitment)

Model	B	Std. Error	Beta	t	Sig.
(Constant)	.079	.065		1.213	.229
Employee Commitment	.975	.018	.987	53.907	.000

a. Dependent Variable: Organisational Performance. Source: SPSS Output

4.6 Discussion of Findings

The study examined the impact of work ethics on organizational performance in BEDC, Akpakpava Branch, Edo State, Nigeria, focusing on two dimensions of work ethics: employee punctuality and employee commitment. The results reveal a high and positive relationship between both variables and organizational performance, indicating that work ethics plays an important role in the performance of the organization. The result for the first hypothesis indicated that there was a positive effect of employee punctuality on organizational performance. The regression coefficient was positive and statistically significant, indicating that the better the organization's punctuality, the better the organizational results. This implies that if staff arrive at work promptly and management takes action to increase punctuality, service delivery and operational efficiency will improve. It confirms the notion that good attendance and prompt reporting do make a difference in the performance of a service-oriented organization such as BEDC. This finding agrees with Robbins and Judge (2022), who emphasized that punctuality reflects discipline and commitment to organizational goals.

The second hypothesis confirmed that employee commitment significantly and positively affects organizational performance. This coefficient was higher than punctuality and shows that commitment has an even greater influence on explaining the difference in performance. This suggests that hardworking, responsible, and loyal workers play a more positive role in service provision and productivity. From a practical standpoint, commitment would seem to be an important element in enhancing effectiveness in the organization. This supports Meyer and Allen (2019), who argued that committed employees contribute positively to organizational success.

The combined results show that work ethics, identified as punctuality and commitment, have a significant impact on improving the performance of the organization. Both the correlation analysis and the regression analysis indicate very high relationships between these variables and performance, with ethical work behavior being highly related to the performance of the organization. This suggests that BEDC, Akpakpava branch, Edo State can enhance performance through strengthening policies and practices that increase punctuality, discipline, responsibility, and employees' dedication.

The results of the study support both hypotheses, with employee punctuality and employee commitment showing a significant positive impact on organizational performance. The results underscore the importance of promoting a strong work ethic culture in the organization as a means of improving efficiency, customer service, and overall performance. This aligns with the findings of the World Bank (2022) and NERC (2023), which stressed that accountability is essential for effective public sector performance.

5. Conclusion and Recommendations

Conclusion

The study confirms that work ethics has a significant impact on organizational performance in Benin Electricity Distribution Company (BEDC), Akpakpava branch, Edo State. The findings demonstrate that both employee punctuality and employee commitment are critical determinants of organizational effectiveness, with commitment exerting a stronger influence on performance outcomes. These results emphasize the importance of fostering a strong ethical culture within the organization to enhance operational efficiency, service delivery, and overall performance.

Recommendations

First, management should strengthen punctuality enforcement while investing in intrinsic commitment-building. Management should move beyond simple monitoring of lateness to consistent, uniformly applied disciplinary follow-through, as this was the weakest link in the punctuality construct. Alongside this, commitment-building efforts should go beyond monetary reward, given that loyalty and goal-dedication rated comparatively lower. Initiatives such as career development, staff involvement in decision-making, and transparent communication of organizational goals should be pursued to foster commitment that is intrinsic rather than purely transactional.

Second, work ethics should be institutionalized as a formal performance-management priority. Given the significant positive effects of punctuality and commitment on organizational performance, both should be embedded into staff appraisal systems, key performance indicators, and training programs rather than treated as informal expectations. This should be paired with clear internal communication of how these behaviors translate into tangible outcomes such as improved service delivery, reinforcing the ethics-performance link in employees' minds, and should be validated further through replication across other BEDC branches or comparable organizations.

6. Limitations and Direction for Future Research

This study has several limitations that should be acknowledged. First, the study focused on a single branch (Akpakpava branch), which may limit the generalizability of the findings to other branches or organizations within the Nigerian electricity sector. Second, the study relied on self-reported data, which may be subject to common method bias. Third, the cross-sectional design of the study limits the ability to draw causal inferences from the findings.

Future research should address these limitations by conducting longitudinal studies or multi-branch comparisons to provide a clearer pathway for understanding the long-term relationship between work ethics and organizational performance. Additionally, future studies could incorporate objective performance measures alongside self-reported data to triangulate findings and enhance validity. Comparative studies across different sectors or countries could also provide valuable insights into the generalizability of the work ethics-performance relationship.

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