WORKPLACE ETHICS AND EMPLOYEE ENGAGEMENT IN DYNAMIC ECONOMIES AMONG CIVIL SERVANTS IN ABIA STATE

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Abstract

The researcher investigated workplace ethics and employee engagement in dynamic economies among civil servants in Abia state. The study adopted a correlation research design. Two research questions and two hypotheses were asked and answered. The population of the study was 3,647 civil servants in Abia State, Nigeria. Simple random sampling technique was used to select 130 respondents (which comprised 66 male and 64 female) for the study. Four point Likert scale was used for data collection. Pearson correlation statistics was used to answer the research questions. The findings revealed that:Workplace ethics strongly and positively influence employee engagement among civil servants in Abia State. Dynamic economic conditions significantly moderate the extent to which workplace ethics influence employee engagement among civil servants in Abia State. Based on the findings, the researcher recommends that organizations should establish and enforce strong ethical policies to guide workplace practices, leaders must model ethical behavior to inspire employee trust and commitment, and regular training on workplace ethics should be organized for employees.

Keywords: Workplace Ethics, Employee Engagement, Dynamic Economies and Civil Servants

Introduction

The Abia state civil service is the hall mark which the government policies, developmental programs, and social services are implemented. Civil servants are expected to uphold values of accountability, integrity, and transparency as custodians of public resources. Their conduct directly

influences the efficiency of governance and the trust citizens place in government institutions. Engaged civil servants are not only productive but also resilient and innovative in discharging their duties. They display vigor, dedication, and absorption, all of which enhance service delivery (Egbara & Ofodu, 2025). Unfortunately, evidence from Nigerian public institutions suggests that many civil servants exhibit disengagement, indifference, and low morale, largely due to unethical practices, poor leadership, lack of recognition, and unsupportive work environments.

However, in recent times, concerns have been raised about declining ethical standards, low morale, and poor service delivery within the civil service. These issues have been linked to weak ethical practices and low levels of employee engagement, raising questions about the extent to which workplace ethics influences engagement among civil servants in the state. The situation is further compounded by the reality of **dynamic economies,** such as Nigeria's, where constant changes in government policies, economic fluctuations, technological disruptions, and social pressures influence workplace behavior. In Abia State, civil servants are expected to remain adaptable, ethical, and engaged despite limited resources, administrative reforms, and increasing public demand for transparency (Achufusi, 2023). In such a volatile context, workplace ethics plays a stabilizing role that can foster trust, fairness, and motivation, thereby enhancing employee engagement. Conversely, when workplace ethics is weak, employee disengagement is likely to increase, resulting in inefficiency, absenteeism, and reduced service quality.

Workplace ethics refers to the moral principles, standards, and rules of conduct that guide behavior in organizations. For civil servants, workplace ethics manifests in qualities such as impartiality, honesty, accountability, fairness, punctuality, and respect for due process. Ogbuabor, and Okoronkwo (2023) opined that ethical values in public service are essential, considering that civil servants play a central role in resource management and policy execution. The interplay between workplace ethics and employee engagement is therefore significant. A strong ethical environment tends to create trust, reduce workplace conflicts, and foster fairness, all of which drive higher engagement levels among employees (Uzma, Shakil, Farzand & Iqtidar, 2017). Conversely, weak ethical practices may lead to demotivation, cynicism, absenteeism, and loss of public trust. Examining this relationship among civil servants provides insights into how ethical conduct can enhance employee engagement, especially within economies that are undergoing rapid change and facing complex governance challenges. However, reports of corruption, nepotism, lateness, absenteeism, and neglect of duty within the Nigerian civil service. Abia State inclusive reflects lapses in ethical conduct. Such behaviors undermine institutional credibility and public trust, while also reducing employees' sense of responsibility toward their work (Achufusi, 2023). The modern workplace is characterized by rapid economic changes, globalization, technological advancements, and increasing competition. In such dynamic economies, organizations face growing pressure to

maintain productivity while ensuring employee well-being and commitment. One critical factor that influences organizational success is workplace ethics, which encompasses moral principles and standards guiding behavior in organizations (Sobechi, 2022). Ethical practices such as fairness, transparency, accountability, and respect create trust between employers and employees, which in turn fosters employee engagement.

Employee engagement refers to the degree to which employees are emotionally invested in their work, committed to organizational goals, and willing to go beyond formal job requirements. In contrast, **employee engagement** refers to the level of commitment, enthusiasm, and psychological involvement that employees show toward their jobs and organizations. Employee engagement, on the other hand, reflects the emotional, cognitive, and behavioral commitment of employees toward their work and organization (Somtochukwu, 2023). Engaged employees demonstrate enthusiasm, loyalty, and willingness to contribute beyond their job descriptions. For civil servants, engagement is not only about job satisfaction but also about alignment with the broader vision of public service, which influences service efficiency, responsiveness to citizens, and policy implementation. In dynamic economies, employee engagement is particularly important, as changes and challenges demand adaptability, resilience, and high morale among workers. Kammal (2021) shown that engaged employees are more innovative, productive, and resilient in the face of economic uncertainty. However, when ethical lapses occur such as favoritism, corruption, or exploitation employee morale and engagement often decline. This is particularly significant in dynamic economies, where organizations must constantly adapt to change and depend on employees' creativity and commitment.

Problem of the Study

The civil service in Abia State plays a vital role in policy implementation, public administration, and socio-economic development. However, over the years, the effectiveness and credibility of the civil service have been increasingly questioned. Instances of poor service delivery, lack of accountability, low morale, corruption, absenteeism, and nonchalant attitudes toward work have been widely reported. These issues suggest that workplace ethics, which should serve as the guiding principle for civil servants, is gradually deteriorating. Civil servants are entrusted with public resources and responsibilities that demand high ethical standards, yet lapses such as favoritism, misuse of office, and disregard for rules remain prevalent. Such practices not only erode public trust but also weaken institutional effectiveness in the state. At the same time, employee engagement within Abia State's civil service appears to be at a low ebb. Many civil servants are disengaged, indifferent, or unmotivated, often viewing their jobs as mere routines rather than avenues for meaningful contribution to state development. This lack of engagement manifests in lateness to work, poor

responsiveness to public needs, and resistance to change. In an era where dynamic economies demand adaptability, innovation, and efficiency, the disengagement of civil servants poses serious challenges to governance and socio-economic progress.

The dynamic nature of Nigeria's economy, marked by policy reforms, unstable resources, technological changes, and socio-political pressures, further complicates the situation. Civil servants in Abia State are required to adapt to these shifts while maintaining high ethical standards and strong engagement. Unfortunately, there is little empirical evidence on how workplace ethics influences employee engagement in this context. Most studies have focused on private organizations or federal-level institutions, with limited attention to state-level civil services, particularly in Abia State. This knowledge gap makes it difficult for policymakers and administrators to design effective interventions that can foster ethical practices and improve employee engagement. Therefore, the problem this study seeks to address is the uncertain relationship between workplace ethics and employee engagement among civil servants in Abia State within the context of a dynamic economy. Without a clear understanding of this relationship, efforts to reform the civil service and improve public service delivery may remain ineffective, thereby undermining good governance and sustainable development in the state.

Purpose of the Study

The study is guided by the following objectives:

1. To examine the relationship between workplace ethics and employee engagement among civil servants in Abia State.
2. To assess the moderating effect of dynamic economic conditions on the relationship between workplace ethics and employee engagement among civil servants in Abia State.

The following research questions guided the study:

1. What is the relationship between workplace ethics and employee engagement among civil servants in Abia State?
2. To what extent do dynamic economic conditions moderate the relationship between workplace ethics and employee engagement among civil servants in Abia State?

Two hypotheses was used for the study

$H0_1$: There is no significant relationship between workplace ethics and employee engagement among civil servants in Abia State.

$H0_2$: Dynamic economic conditions do not significantly moderate the relationship between workplace ethics and employee engagement among civil servants in Abia State.

The study is significant as it provides insights into how adherence to workplace ethics can enhance employee engagement and overall organizational performance in the public sector. Findings will help policymakers and administrators in Abia State identify ethical gaps and implement strategies to promote a more transparent and value-driven work culture. It will also contribute to academic literature on public administration, workplace behavior, and human resource management, while serving as a useful reference for future researchers and government reform initiatives aimed at improving public service efficiency.

This study was carried out in Abia State. The geographical scope of the study covered all the civil servants in Abia state.

Literature Review

Workplace Ethics

Workplace ethics refers to the application of moral principles, professional codes, and organizational values that guide behavior and decision-making in the work environment. It encompasses the standards of right and wrong that influence how employees interact with colleagues, superiors, clients, and the broader society. Simply put, workplace ethics establishes the moral framework within which employees are expected to discharge their duties responsibly and fairly. Uzma, Shakil, Farzand and Iqtidar (2017) define workplace ethics as the **set of accepted standards of conduct that ensure fairness, integrity, accountability, and respect in organizational settings**. It goes beyond compliance with organizational rules to include the internalization of values such as honesty, transparency, impartiality, diligence, punctuality, and commitment to duty. In the public sector, particularly the civil service, workplace ethics is even more critical since civil servants are custodians of public trust and resources. The **importance of workplace ethics** is multidimensional. At the organizational level, ethical practices promote

fairness, reduce conflicts, strengthen accountability, and create a culture of trust. At the employee level, ethics provides clear behavioral expectations that influence job satisfaction, morale, and engagement. From a societal perspective, workplace ethics ensures that organizations operate responsibly and contribute positively to the public good. Key **dimensions of workplace ethics** according to Chilala, Adda, Yipake Banseh, and Seidu (2024) include:

1. **Integrity:** Upholding honesty and consistency in words and actions.
2. **Accountability:** Taking responsibility for one's actions and decisions.
3. **Transparency:** Ensuring openness and clarity in processes and transactions.
4. **Fairness and Justice:** Treating all employees and stakeholders equitably.
5. **Respect for Rules and Regulations:** Complying with established laws, codes of conduct, and organizational policies.
6. **Commitment to Duty:** Demonstrating diligence, punctuality, and dedication to assigned responsibilities.

In civil service systems such as that of Abia State, workplace ethics is not just a professional requirement but also a mechanism for improving governance, enhancing service delivery, and restoring citizens' trust in public institutions. When ethical standards are strong, civil servants are more likely to exhibit discipline, transparency, and responsiveness to public needs (Egbara & Ofodu, 2025). Conversely, when ethical practices are weak, issues such as absenteeism, corruption, favoritism, and negligence tend to thrive, ultimately undermining employee engagement and institutional effectiveness.

Employee Engagement

Employee engagement is a multidimensional construct that reflects the extent to which employees are emotionally, cognitively, and behaviorally committed to their work and organization. It goes beyond job satisfaction or motivation; it represents the passion, dedication, and discretionary effort employees invest in achieving organizational goals. In essence, Sobechi (2022) explained that engagement captures how employees connect with their work roles and how willing they are to go "above and beyond" formal job descriptions. Kahn (1990), who first introduced the concept, described engagement as the "harnessing of organizational members' selves to their work roles," whereby people employ and express themselves physically, cognitively, and emotionally during role performances. This definition emphasizes that engagement is not just about being present at work but about actively investing one's full self in work tasks. Later Kammal (2021) conceptualized engagement as a positive, fulfilling, work-related state of mind characterized by three dimensions:

Employee engagement is closely linked with positive organizational outcomes. Research consistently shows that engaged employees demonstrate higher productivity, stronger commitment, better service delivery, and reduced turnover intentions. In the public sector, and specifically within civil service institutions, engagement is vital because it directly impacts the efficiency, responsiveness, and accountability of governance systems (Kammal, 2021). Engaged civil servants are more likely to implement policies effectively, respond to citizens' needs promptly, and contribute to institutional reforms. Several **factors influence employee engagement**, including leadership style, organizational culture, workplace ethics, communication, opportunities for growth, recognition, and fairness. Among these, workplace ethics has been identified as a key determinant: when employees perceive fairness, transparency, and accountability in their workplace, they are more likely to remain engaged, motivated, and loyal to their organization. In Abia State civil service, where dynamic economic conditions create challenges such as policy reforms, resource constraints, and increased citizen demands, employee engagement becomes even more crucial. Civil servants who are engaged are not only more productive but also resilient, adaptable, and innovative in responding to the uncertainties of a changing economy.

Employee Engagement in Dynamic Economies

Employee engagement in dynamic economies has become a central theme in organizational and human resource management research, particularly in the public sector where economic fluctuations directly affect employee morale, productivity, and service delivery. A **dynamic economy** is characterized by rapid changes, uncertainty, and instability driven by factors such as globalization, inflation, unemployment, technological innovations, political transitions, and policy reforms (World Bank, 2020). These changes exert significant pressure on employees, requiring adaptability, resilience, and commitment to sustain organizational performance.

Nature of Employee Engagement in Dynamic Economies

Employee engagement refers to the extent to which employees invest their physical, cognitive, and emotional energies in their work roles. In dynamic economies, engagement takes on an even greater significance because employees must remain productive and innovative in the face of limited resources, unpredictable policy environments, and shifting job expectations (Sobechi, 2022). Treviño, Weaver and Reynolds (2016) conceptualize engagement as vigor, dedication, and absorption all of which are essential qualities for navigating volatile economic conditions.

Challenges of Engagement in Dynamic Economies

Dynamic economics according to Somtochukwu (2023), often create adverse working conditions that can weaken employee engagement. These include:

- **Uncertainty of job security:** Civil servants may fear layoffs or restructuring during austerity measures.
- **Low morale due to poor remuneration:** Inflation and unstable currency values often erode real wages.
- **Resource constraints:** Employees are sometimes expected to deliver services with inadequate facilities and funding.
- **Policy instability:** Frequent changes in government policies may cause confusion, reduce motivation, and disrupt workflow.

Importance of Engagement in Civil Service

In the civil service, such as that of Abia State, engagement is vital because public servants are responsible for implementing policies and providing essential services. When civil servants are engaged, they demonstrate greater commitment to service delivery, innovate in the face of limited resources, and maintain resilience despite economic challenges (Kammal, 2021). Conversely, disengaged employees are more likely to exhibit absenteeism, indifference, resistance to reforms, and unethical behaviors such as corruption or neglect of duty.

Employee Engagement as a Response to Dynamic Economies

Research has shown that organizations can maintain engagement in dynamic economies through strategies such as reinforcing workplace ethics, fostering inclusive leadership, promoting transparent communication, and recognizing employee contributions (Somtochukwu, 2023). In particular, strong ethical practices in the workplace provide employees with a sense of fairness, trust, and organizational justice, which buffer the negative effects of economic volatility on engagement. In the context of Abia State, where civil servants face challenges such as salary delays, policy reforms, and infrastructural constraints, promoting employee engagement is not only essential for organizational performance but also for ensuring accountability and restoring public trust in governance (Kammal, 2021). Engaged civil servants are better positioned to adapt to economic uncertainties while upholding ethical standards that ensure effective public service delivery.

Civil Servants

Civil servants are employees of government institutions who are engaged in the formulation, implementation, and evaluation of public policies, as well as the delivery of essential services to citizens. They constitute the backbone of public administration and are expected to uphold the principles of neutrality, impartiality, accountability, and professionalism in the discharge of their duties. According to Achufusi (2023), the civil service is the machinery of government through which policies and programs are executed, making civil servants indispensable in the attainment of national development goals. The role of civil servants extends beyond routine administrative functions; they are central to ensuring political stability, maintaining law and order, managing resources, and providing social services such as education, healthcare, infrastructure, and welfare. Because of their strategic role, civil servants are often described as the "engine room" of governance, linking political leaders' visions with practical implementation at the grassroots level.

Characteristics of Civil Servants

Egbara and Ofodu (2025) posited that civil servants are generally identified by the following features:

1. Permanence of Service: Unlike political appointees, civil servants often enjoy career-based appointments, providing continuity in governance.
2. Neutrality and Impartiality: They are expected to serve governments of different political parties without bias.
3. Professionalism**:** Civil servants must uphold efficiency, competence, and adherence to codes of conduct in their duties.
4. Accountability**:** They are entrusted with public resources and are expected to use them transparently and responsibly.
5. Merit-based System: Ideally, recruitment, promotion, and rewards should be based on qualifications, skills, and performance rather than favoritism or nepotism.

Civil Servants in the Nigerian Context

In Nigeria, the civil service operates at the federal, state, and local government levels, with civil servants playing vital roles in policy implementation and service delivery. In Abia State, as in other states, civil servants occupy positions in ministries, departments, and agencies (MDAs), where they manage administrative and developmental activities (Achufusi, 2023). However, the effectiveness

of civil servants in Nigeria has often been challenged by issues such as inadequate resources, bureaucratic red tape, political interference, corruption, and weak adherence to workplace ethics.

Importance of Civil Servants in Dynamic Economies

Civil servants are crucial in dynamic economies where globalization, technological change, and economic volatility demand adaptability, innovation, and efficiency in public service delivery. Engaged and ethically grounded civil servants can ensure policy continuity, foster citizen trust, and drive socio-economic development despite economic uncertainties. In states like Abia, where governance challenges are compounded by economic fluctuations, the quality, commitment, and ethical orientation of civil servants significantly determine the success of government programs and the satisfaction of public needs. Defined by Chilala, Adda, Yipake Banseh and Seidu (2024) as principles that guide organizational behavior, workplace ethics ensure fairness and trust. In dynamic economies, ethical standards safeguard organizational sustainability. Employee Engagement: Engagement involves employees' psychological presence at work. Engagement is influenced by organizational factors, including fairness, trust, and leadership integrity. Ethics and Engagement Relationship: Studies (e.g., Somtochukwu (2023) suggest that ethical leadership fosters a culture of trust, which enhances employee engagement. Conversely, unethical practices contribute to job dissatisfaction and disengagement.

Theoretical Framework

Social Exchange Theory (SET)

The Social Exchange was founded by George C. Homans in 1958. Theory aim of the theory was to explain human behavior in social and organizational contexts based on reciprocal relationships. It posits that individuals engage in social interactions and relationships that they perceive as rewarding, fair, and beneficial. In the workplace, employees are motivated to contribute positively when they feel valued, respected, and treated ethically by their organization or superiors. **The relevance of the theory to the Study revealed** workplace ethics and employee engagement among civil servants in Abia State because it highlights how ethical behavior within public institutions fosters trust, commitment, and mutual respect between employees and management. When civil servants perceive fairness, honesty, and transparency in their work environment, they are more likely to reciprocate with higher levels of engagement, loyalty, and productivity. Thus, the theory provides a strong foundation for understanding how ethical workplace practices can enhance employee motivation and organizational performance in dynamic economies.

Review of Empirical Studies

Ubabuike (2019) investigated *impact of organizational ethics on employee performance: a study of Abia State Civil Service Commission, Umuahia.*Two research questions was used for the study. Quantitative cross-sectional survey of staff of the Abia State Civil Service Commission; instrument measured organizational/workplace ethics (integrity, accountability, transparency, fairness) and employee outcomes (performance/engagement proxies).The finding revealed a significant positive relationship between organizational ethics and employee outcomes — respondents who reported higher ethical standards also reported better work performance and greater willingness to go beyond job minima. Integrity and accountability were highlighted as especially influential. Strengthening written ethics policies, ethical leadership, and enforcement mechanisms in Abia State public institutions can improve employee motivation, commitment and performance.

Ajike (2023) carried out a study on *effect of staff discipline / work environment on employee productivity: A study of Abia State Civil Service. Two research question was used for the study. descriptive* Survey research design was used for the study. The study was carried out among 125 civil servants in selected ministries in Abia State. Questionnaire was used as instrument for data collection. Mean and standard deviation was used to answer the research questions. The finding revealed that poor discipline and weak enforcement of workplace rules were associated with low productivity and low work commitment among civil servants. Where discipline and clear work rules were enforced, respondents reported higher punctuality, task completion and engagement with assigned duties. **Implications:** Practical interventions such as clearer disciplinary codes, regular monitoring, and fair sanctioning were recommended to raise engagement and service delivery in Abia State ministries.

Method**ology**

A correlation research design was adopted for this study. The population of the study was 3,647 civil servants in Abia State, Nigeria. Simple random sampling technique was used to select 130 respondents (which comprised 66 male and 64 female) for the study. Rating scale was used for the study. A four point Likert scale of strongly Agree (SA) Agree (A), Disagree (D) and strongly Disagree (SD) was used for the study.

Results

Table 1: relationship between workplace ethics and employee engagement among civil servants in Abia State

	n	r	LR	DR	Remark
workplace ethics	130	0.79	High	positive	High relationship
employee engagement	130				

Sample Size (n), Pearson (r), Level of Relationship (LR) and Direction of relationship (DR)

Table 1 shows the result of the correlation analysis conducted to examine the relationship between workplace ethics and employee engagement among civil servants in Abia State. The sample size was **130 respondents**. The Pearson correlation coefficient (**r = 0.79**) indicates a **high positive relationship** between the two variables. This implies that as workplace ethics improve, employee engagement also increases significantly. The **Level of Relationship (LR)** is categorized as *high*, while the **Direction of Relationship (DR)** is *positive*. In practical terms, this suggests that civil servants who perceive higher ethical standards in their workplace are more likely to demonstrate stronger commitment, dedication, and involvement in their organizational roles. The remark "high relationship" further confirms that workplace ethics play a substantial role in shaping and sustaining employee engagement in the public service context of Abia State.

H0$_1$: There is no significant relationship between workplace ethics and employee engagement among civil servants in Abia State

Table 2. Summaryof t-test of significance of Pearson (r) analysis of the significant relationship between workplace ethics and employee engagement among civil servants in Abia State

N	r	∝	df	t_{cal}	t_{tab}	Decision
130	0.73	0.05	128	35.84	1.96	Reject H$_0$

Table 2 presents the result of the test of significance for the Pearson correlation analysis between workplace ethics and employee engagement among civil servants in Abia State. The sample size was **130 respondents (df = 128).**The Pearson correlation coefficient (**r = 0.73**) shows a strong positive relationship between workplace ethics and employee engagement. To test whether this observed relationship was statistically significant, a t-test was carried out at a **0.05 level of significance**. The calculated t-value (**tcal = 35.84**) was compared with the critical t-value (**ttab = 1.96**). Since **tcal (35.84)>ttab(1.96)**, the null hypothesis (**H$_o$**) which stated that there is no significant relationship between workplace ethics and employee engagement was **rejected**. This result indicates

that the positive relationship between workplace ethics and employee engagement is **statistically significant**. In other words, workplace ethics strongly and positively influence employee engagement among civil servants in Abia State, and the likelihood that this finding is due to chance is very low.

Table 3: Extent do dynamic economic conditions moderate the relationship between workplace ethics and employee engagement among civil servants in Abia State

	n	r	LR	DR	Remark
Dynamic economic conditions	130	0.74	High	positive	high relationship
Workplace ethics and employee engagement	130				

Sample Size (n), Pearson (r), Level of Relationship (LR) and Direction of relationship (DR)

Table 3 presents the analysis of the moderating effect of **dynamic economic conditions** on the relationship between workplace ethics and employee engagement among civil servants in Abia State. With a sample size of **130 respondents**, the Pearson correlation coefficient was found to be **r = 0.74**. This coefficient indicates a **high positive relationship** between dynamic economic conditions and the interplay of workplace ethics and employee engagement. The **Level of Relationship (LR)** is classified as *high*, while the **Direction of Relationship (DR)** is *positive*. The remark "high relationship" further confirms the strength of this association. The result suggests that when dynamic economic conditions—such as inflation, policy changes, salary adjustments, and overall economic uncertainty—are factored in, they significantly influence how workplace ethics affect employee engagement. In other words, civil servants are more likely to remain engaged and committed in environments where workplace ethics are upheld, but this engagement is either strengthened or weakened depending on prevailing economic realities. This finding implies that ethical practices in the workplace alone may not be sufficient to sustain high employee engagement unless they are supported by stable and favorable economic conditions.

Table 4. Summary of t-test of significance of Pearson (r) analysis of the relationship between dynamic economic conditions and workplace ethics and employee engagement among civil servants in Abia State

N	r	$\propto$	df	t_{cal}	t_{tab}	Decision
130	0.74	0.05	128	36.30	1.96	Reject H_0

Table 4 presents the result of the test of significance for the Pearson correlation analysis on the relationship between **dynamic economic conditions and workplace ethics and employee engagement** among civil servants in Abia State. The analysis was conducted with a sample size of **130 respondents (df = 128).** The Pearson correlation coefficient was **r = 0.74**, indicating a **high positive relationship** between dynamic economic conditions and workplace ethics and employee engagement. This suggests that as dynamic economic conditions (such as inflation, wage adjustments, cost of living, and policy changes) vary, they strongly influence how workplace ethics shape the level of employee engagement. To test the significance of this relationship, a t-test was carried out at the **0.05 level of significance**. The calculated t-value (**tcal = 36.30**) was much greater than the critical t-value (**ttab = 1.96**). Since **tcal (36.30) > ttab (1.96)**, the null hypothesis (**H$_0$**) was **rejected**. This result confirms that the relationship is **statistically significant**. In other words, dynamic economic conditions significantly moderate the extent to which workplace ethics influence employee engagement among civil servants in Abia State.

Findings

1. Workplace ethics strongly and positively influence employee engagement among civil servants in Abia State.
2. Dynamic economic conditions significantly moderate the extent to which workplace ethics influence employee engagement among civil servants in Abia State.

Summary

Workplace ethics is a strong determinant of employee engagement in dynamic economies. Organizations that uphold fairness, transparency, respect, and ethical leadership are more likely to sustain employees' commitment, creativity, and productivity.

Recommendations

i. Government authorities in Abia State should institutionalize strong ethical frameworks within the civil service by enforcing clear codes of conduct, regular ethics training, and transparent accountability mechanisms. Since workplace ethics strongly and positively influence employee engagement, promoting ethical leadership, fairness, integrity, and respect in daily administrative practices will enhance civil servants' commitment, motivation, and involvement in their duties.

ii. Policymakers and civil service managers should adopt flexible and responsive ethical management strategies that account for changing economic conditions such as budget constraints,

inflation, and policy reforms. Given that dynamic economic conditions moderate the relationship between workplace ethics and employee engagement, ethical practices should be reinforced with supportive measures—such as clear communication, equitable resource allocation, and employee support programmes—to sustain engagement even during periods of economic uncertainty.

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