Ethical Issues and Performance of Nigerian Insurance Companies

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BY

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Abstract

This study investigated Ethical Issues in Business and Performance of Nigerian Insurance Companies. The specific objective was to establish the effect of business ethics variables on the performance of Nigeria Insurance Companies. Data collection was with the aid of a structured questionnaire administered on 411 employees of insurance companies in Nigeria in the 10 selected organization. A total of 390 responses were processed for analysis. . Statistical techniques such as descriptive and inferential statistics (regression and correlation) were applied in the analysis. It was observed that there exists strong *relationship between business ethics and performance of Nigerian Insurance companies. Workforce diversity was found to have negative connection with Nigerian Insurance Companies' Performance. It was revealed that strong positive relationship exists between organizational ethical code and Nigerian Insurance Companies' Performance and environmental regulatory compliance impact the performance of Nigerian Insurance Companies negatively. While all the independent variables were found to be statistically significant in predicting the Nigerian Insurance Companies' Performance. It was concluded that ethical issues significantly impact Nigerian Insurance companies' performance. To enhance resource utilization and performance, it was suggested that Nigerian Insurance company may consider putting ethical issues as priority in all dealings and guide it jealously in order to wax stronger in the industry.*

1.0 Introduction

A significant change that could be seen in today’s business world is effort of ethical and moral qualities of businesses. in today's dispensation, Managers recognize and acknowledge the significance and need of ethical practice in business and furthermore in the public arena for the powerful execution (Mehta & Joshi, 2010). Ethics as a subject in business has increased an endeavoring significance in the present-day research (Chan, Fung & Yao, 2016). (Cragg & Matten (2011) noted that in recent decades, various financial scandals have been witnessed at a great magnitude in public and private sectors level in United States. Throughout the years ethics as a term in organizational performance has over the times being compared to management experts and business aider across the globe. There is a general understanding that as an issue of organizational policy, it is expected that every organization ought to endeavor to be poised towards being ethically compliant. The idea of ethics deal with how people and organizations are influenced by decisions. Ethuk (2009) explained ethics to be what is considered good, bad and of human preference for goodness. The concern of morals is to establish recent standards or the ideal standard needed to marshal the subordinates and coordinate the organization’s affairs. Cole (2002) contends that ethics are tools of moral that are applied in the organizations’ relationship with both the internal stakeholders and external relationship with outsiders.

Schermerhorn (1999) contended that business ethics in the expression of organization’s business include "common conventionality" that include an obligation of being upright, trustworthiness and decency. To live in a moral way is understood to be a social duty of organization, which itself relies upon the way of thinking that organizations should effect on the general public in manners that go past the typical maximization of profit objective.

Organizational performance may a times be dependent on the atmosphere of ethical work. atmosphere of ethical work depicts the totality of good thinking by organization’s individuals. In this way, sound ethical terrain allow workers the opportunity and platform to thin moral issues. Although individuals in the organization could think viably on the right movement, making a translation of reason overwhelmingly depends upon the coordinating effect of extra two important components; total positive sentiment (as total compassion) and total moral reasonability.

Ethical conduct has additionally been a subject of broad scholarly research. Unethical conducts by organizations, for example, Lehman Brothers, Enron and WorldCom have profoundly harmed the relationship which entails the highest trust that existed between organization and shareholders which had shaped the premise of commercial center connection between the duo has been harmed seriously by Enron, Lehman Brothers and that of WorldCom scandal. Prahalad and Hammel (1994) expressed that the impacts over key choices are never again monetary or determined by industry, but also determine by social and ecological scope.

The idea of insurance business has to do with trust between the insurer and the insured. Right now in insurance business it can be estimated as far as the standard on which insurance exchanges are based. Any insurance business that will endure must not discard morals in the conduct of its business. Henry (2003) said when a business acts morally, different business partners are convinced to act morally too. On the off chance that duties to clients, employees and providers of an organization are met with care, it wins her an honor of genuineness, faithfulness, quality and efficiency. He referred to a model that employees who are dealt with morally by their managers are bound to carry on morally themselves in their dealings with their clients and business partners (Henry, 2003). A business is established in its basic beliefs, and ways of thinking, this was opined by Drucker (1973). He said that "profits are side-effects of business not its very objective". Starting here, Pillai (2010) referred to four purposes of morals in business misused by Kautilya as; direction, choice in real life, holding fast to law and doing one's matter of fact.

1.1 Statement of the Problem

In the previous decade, there has been a lot of consideration set on the moral disappointments of various businesses, firms, and industry in Nigeria. Across the board Internet and TV inclusion has harmed the notorieties of numerous organizations and disintegrated the existing comfort of partners. Pretty much consistently in organizations, there is agitating rumours about the maltreatment of intensity, dismissal for human right, sexual harassment, theft, discrimination, and so forth. There are recharged enthusiasm in the midst of recent analysts on moral issues and practices of corporate pioneers and the degree of its practices influence the degree of representative efficiency.

Ethics is the investigation of agendas, values, or qualities that accord abundant and awful or good and bad. Mote, Jordan, & Hage (2007) contends that its essential spotlight is on lead and strategies inside the setting of business undertaking. The notion, hard working attitudes portray a zone of applied morals. It comprises of applying moral good and bad to advances, exchanges, exercises, and dares to trade or business. Decency, straightforwardness, and person desire all assume significant jobs in business (hierarchical) morals, with benefit being the essential objective (Velasquez, 2006).

If by whatever else, insurance companies engaged people, whose orientation is different, they additionally presents various characters, mentalities and feelings. These factors will over the long haul sway the target of the business. Regardless, legitimate ethics should in like manner consider the activity of business "outside" of the affiliation. Social obligations can be considered as the ethical execution of a relationship on a cultural level, towards the whole of its accomplices which affect the insurance industry (Treviño and Nelson, 1999).

1.2 Research Objectives

The general objective of the research is to ascertain the effect of Ethical issues in Business on the Performance of Nigerian Insurance Companies. In achieving this broad objective, the following objectives were intended:

i To determine the relationship between business ethics and performance of Nigerian Insurance Companies

ii To establish the connection between workforce diversity and performance of Nigerian Insurance Companies

iii To evaluate the relationship between organizational ethical code and performance of Nigerian Insurance Companies

iv To appraise the impact of environmental regulatory compliant on the performance of Nigerian Insurance Companies

1.3 Research Questions

Consequent to the objectives of the research, the following research questions emerged to guide our study:

i Are there relationship between Business Ethics and Nigerian Insurance Companies' performance?

ii To what extent is work diversity connected with Nigerian Insurance company's performance?

iii Are there any existing relationship between ethical code and Nigerian Insurance Companies' performance?

iv How has environmental regulatory compliant impacted Nigerian Insurance Companies' Performance?

1.4 Research Hypotheses

The following are the research hypotheses to aid our study and were stated in null form

Ho_1: There exist no relationship between business ethics and Nigerian Insurance Companies' performance

Ho_2: There is no connection between workforce diversity and Nigerian Insurance Companies' performance

Ho_3: There is no relationship between organizational ethical code and Nigerian Insurance Companies' performance

Ho_4: Environmental regulatory compliant has no impact on Nigerian Insurance Companies Performance

2.1 Conceptual Clarification

2.1.1 Corporate Social Responsibility and Performance

Corporate social Responsibility (CSR) has been much of the time connected to business ethics, by various creators. Carroll (1979) expressed that CSR deals with the desires that society has demonstrated in relation to the firm, on efficient, legitimate, ethical and optional levels. It is noted that socially responsible firms are ethical organizations. Rettab, Brik & Mellahi (2009) posited that few researchers have expressed that codes of ethics say much regarding a firm, and that there is a positive connection among CSR and financial performance. Waddock & Graves (1997) contends that Corporate Social Performance (CSP) is decidedly identified with Corporate Financial Performance (CFP), which demonstrates that effective management is connected to social responsibility. Here, the scholars attribute ethical programs to a more prominent view of CSR, in the interest of employees who regards CSR as a type of responsibility towards moral conduct (Valentine and Fleischman 2007). The management of ethics in organization is a carefull management that cautiously incorporates stakeholders, yet more significantly partners in their dynamic procedure (Goodpaster, 1991).

2.1.2 Organizational Ethical Code and Performance

Organizational ethical code is a chosen written desired standards of ethics and practices of the firm by (Valentine & Fleischman, 2007), and subsequently, organization ethics ought to be a key management worry, to be effected at every organizational level (Treviño and Nelson, 1999). An unethical practices by organization can limit the level of trust with stakeholders and affect future business connections. Among business associates, unscrupulous act may lead to clashes between associates, which may cast doubts and non-existence of trust which may abruptly terminate good relationship (Collewaert & Fassin, 2013). McGuire, Sundgren & Schneeweis (1988) posited that unethical act may result into unwanted exposure, significant penalties, and lead to reduced sales and ultimate profit.

Moral aspect of culture is characterized as a cut of organization culture that impacts workers' ethical conduct through official and unofficial structures of the organization and frameworks (Trevino, 1992). Fombrun & Foss (2004) state that ethical code in organization play in certainty a significant role in position in future business manageability, and will steadily shape the premise of genuine executive leadership.

McMurrian & Matulich (2011) opined that albeit a few organizations despite everything view ethical business choices as an extra cost, having business ethical codes in place can really enhance all partners, increase profitability and increase overall performance . As indicated by Jones (1995), organizations with an improved performance in moral will in general have an improved financial related outcomes by pulling in socially dependable customers (Bagnoli & Watts, 2003).

2.1.3 Workforce Diversity and Performance

Workforce diversity is by and large accepted to impact the performance of the firm positively. Diversity upgrades imagination and improves the viability of decisions in this way improving the performance of the firm (Pelled, Eisenhardt, & Xin, 1999). There have been different researches globally which have attempted to build up the sort of connection between the two. Global firms have had multiculturism as well as multinationalism which adds to their existing vigorous diverse employee base. The efficiency of such global firms is influenced because of this diversity. Geringer, Beamish, & DaCosta (1989) proposed that there is a positive liking between the firm performance and workforce diversification. Diversity presents various plans to tackle issues and figure techniques (Jehn, Northcraft, & Neale 1999). Various individuals accompany alternate points of view and give a wide scope of alternatives to handle obstructions. Having a diverse workforce and overseeing it appropriately is a significant part as the outcomes yielded that, from having a diverse workforce relies upon its management. Diversity management can help inculcate in the employees, a feeling of belongingness independent of their experiences and along these lines improving their performance and as such, having a positive effect on the organization's profit. It upgrades development and profitability and makes a culture that helps in leapfrogging the competition (Saxena 2014). A detailed and planned HR system values workforce diversity to inspire employee's motivation and spirit which brings about improving the performance and employees retention rate (Backes-Gellner, & Veen, 2009). The diversity can be a positive component of an organization however the degree to which such organization is diverse has also been found to have a different effect. If the diversity exists past an ideal level it can prompt a negative influence on organizational performance. It was also discovered that there is a curvilinear connection between worldwide diversity and the performance results of the firm (Geringer, Beamish, & DaCosta 1989), which implies if diversity surpasses a specific level, it brings about negative outcomes.

2.1.4 Environmental Regulation and Performance

Through regulations (e.g pollution reduction) Governments plan to improve public benefit by engaging organization on sustainability practices, while firms on their own ensure to maximize personal benefits (for instance, as reduced utilization of energy/crude material) that emphatically improve the company's performance. Regulations are a typical type of management structure

(Williamson, 1999). Porter & van der Linde, (1995); Tello & Yoon (2008) where of the customary view, established in neoclassical economics, as they contends that regulations is harmful to business, yet socially attractive; current points of view propose that, if appropriately structured, environmental regulations can improve firms' business performance through motivating and encouraging innovation.

Other authors posit that the business' capacity to innovate and the attitude of the managers are also vita in the determination of the interaction that exist between environmental regulation compliance and business performance (Christmann, 2000).

2.2 Theoretical Framework

2.2.1 Normative Approaches

Normative approaches (other term, Philosophical approaches)) center on the assurance of 'perspective ethics, distinguishing moral standards and strategies for moral thinking that establishes rules and decisions as to what is right and wrong' (Smith 1995). Perspective ethics are demonstrated and separated by different moral speculations in theory. This research work will focus on the normative approach theories, the accompanying areas clarify quickly the ethical theories that have been applied to ethical research of the marketplace, trailed by the utilizations of these theories also, accomplishments in ethical research.

2.2.2 Egoism

Egoism is a moral principle that supports self-interest, and that the person taking the decision focuses on his/her interest maximization. Such choices might be assessed as moral, although the degree constrained uniquely to where other individuals have a similar intrigue or get no hurt. However, a few choices bring about hurting prosperity of different individuals from a public and such could be considered as unethically (Hausman & McPherson, 1993).

2.2.3 Ethical Relativism

Ethical relativism posits that behaviour cannot be assessed as being ethically right since cultures evaluation of decision are different (Macklin, 1999).

2.2.4 Justice Theory

The theory is upheld by the guideline of equivalent openings and their contingent infringement. Rawls (1971) recommends that each individual from a society ought to be presented similarly to opportunity, riches and weight, however where those standards are obliged reasonable imbalances are to be reclassified.

2.2.5 Objectivism

believe that morals and moral conduct are 'good' albeit probably not going to be unmistakably watched in 'this present reality. Right now, are urged at any rate to try to make 'moral' choices and furthermore restrict exploitative' conduct (Hausman & McPherson, 1993).

2.2.6 Utilitarianism

Is a form of teleology, its point is to accomplish benefits for different individuals from a general public also with respect to chiefs. Outcomes ought to be of the best advantage or minimal mischief to everyone in the general public. This hypothesis is famous and considered moderately simple to apply in business practice (Kadish, 2010).

2.2.7 Teleology, Deontology and Virtue Ethics

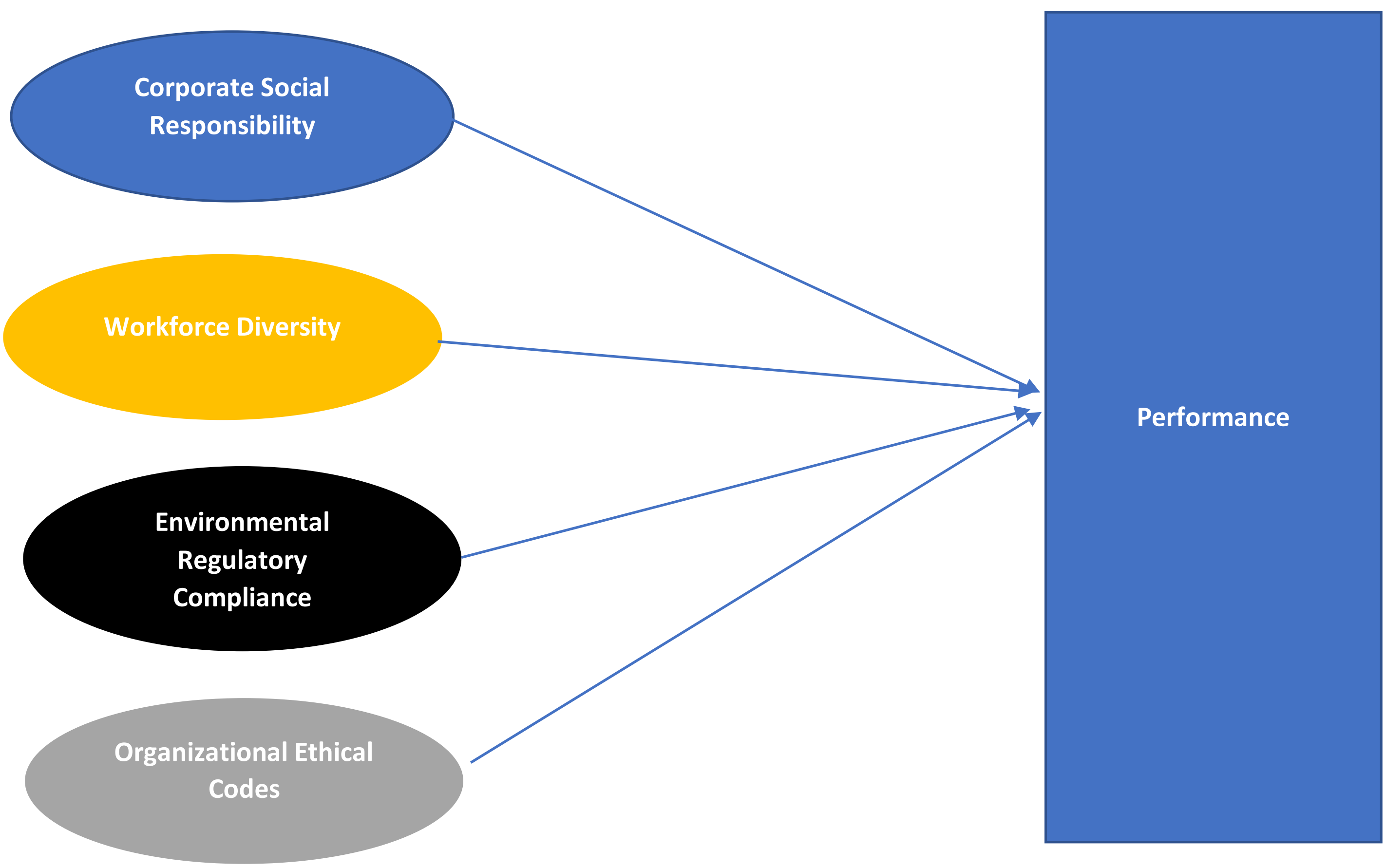
These theories encourage ethical deeds for the 'good' as defined from within the respective theories. It is understood that theories have inherited a solid relationship of the importance of ethical decisions to the health of social wellbeing (Kadish, 2010).

2.3 Empirical Framework

Building and agreeing to ethical objectives encourages firms to increase its corporate image and its brand. which are significant components of the performance of the organization. An improved performance permits a firm to draw in better representatives (Turban & Greening, 1997), increment duty, haggle a term that position it positively with the capital providers, and fabricate client dedication (Fombrun and Shanley, 1990). These variables add to overall company's budgetary execution upgrades (Roberts & Dowling, 2002).

Decades prior, Moskowitz (1972), in the wake of considering a short rundown of 14 firms, asserted that organizations who depicted to be socially responsible were wise ventures. Rettab, Brik & Mellahi (2009) utilized an alternate way to deal with study the connection of social responsibility and productivity, company's rating in from highest to lowest, by tallying the quantity of lines gave to that theme on their yearly reports. The analysts analyzed the 14 firm rundown utilized by Moskowitz as a rundown of high social mindful firms, and another rundown of 14 arbitrary picked firms. The organizations on Moskowitch's rundown had more lines devoted to social obligation. In the wake of utilizing the line-tallying technique, they investigated the organizations exhibitions dependent on a multi year monetary execution and presumed that the organizations on the Moskowitz would be wise to gainfulness proportion than those on the arbitrary rundown.

2.4 Conceptual Model



3.0 Methodology

This is the road map towards achieving the research objective of assessing ethical issues in business and performance on Nigerian Insurance companies. This section stresses the sample size chosen and the sources of data; the research instruments adopted, the relevant variables and how they were measured and the method of data analysis that was adopted were also discussed.

3.1 Research Design

The study adopted survey approach, which aims to examine the ethical issues in business and performance on Nigerian Insurance companies. For the purpose of achieving this objective, the survey research design was adopted. The reason for the adoption of survey research design is because the surveys design is more apt in portraying the qualities of a large population. No other research technique can give this wide capacity, which guarantees a precise sample to bring about the desired results which to make inferences and settle on significant choices (Okoli & Pawlowski, 2004).It is therefore a technique suitable to be utilized for the quantitative investigation of information which is required to delineate relationship that exist between factors in chosen sample of which the research employed.

3.2 Population, Sample and Sampling Technique

The population of the study comprise 2,683 employees of the 10 sampled Insurance companies. T. A sample of 411 employees were however selected.

Data was collected through the administration of questionnaires on the sample. The sample size was calculated using Yamane (1967) determination of sample size formula:

$$n = \frac{N}{1 + N(e)^2}$$

Where: n = The Sample Size; N = Population Size; e = Error Margin

Where the error margin for the study is 5%

Hence: $n = 2,683/\{1 + 2,683x(0.05)^2\}$

$n = 2,683/7.71$

$n = 348.1$

Approximately, n is 349

suggested by Saunders et al (2012) using:

$$na = \frac{n \times 100}{re\%}$$

Where: na represents the Actual Sample Size; n represent the Minimum Sample Size; while re% represents the Estimated response rate (%)

Where estimated response rate expected is 85%

na = 349 x 100/85

na = 410.59

na = 411 approximately

The above result means that total respondents of 411 should be sampled. To ensure equal representation of sample, the study sample was taking using the proportion of sample size to population in each research company. The 411 targeted respondent is 15.3% of the total population of 2,683. The analysis is as below:

3.3 Method of Data Analysis

Data was analyzed using both descriptive and inferential statistical analysis. Descriptive statistics used were percentage analysis, mean and standard deviation. Inferential statistical tool applied was correlation and regression. The model specification is as stated below:

$$Y = \beta_0 + \beta E_{ib} + e_{eib} \quad - (1)$$

Where, Y is the dependent variable (Performance). β_0 is a constant, β is the coefficient of the explanatory variable (Ethical Issues in Business), E_{ib} is the explanatory variable and e_{eib} is the error term (which is assumed to have zero mean and independent across time period).

For this purpose Nigerian Insurance Companies performance was measured through responses elicited from the survey. Variables of Ethical Issues in Business were construed to be; Corporate

Social Responsibility, Workforce Diversity, Environmental Regulation Compliance and Organizational Ethical Code. From the adoption of the equation (I) model as stated above, we obtained equation (2) as below:

$$PERF = \beta_0 + \beta_1 CSR + \beta_2 WFD + \beta_3 ERC + \beta_4 OEC + e_{ma} \qquad - (2)$$

4.0 Results and Findings

Table 4.1: Correlation Coefficient

Variables	Mean	Std. Dev	1	2	3	4	5
P (1)	3.61	1.15	1				
CSR(2)	3.22	1.27	.863	1			
WFD(3)	3.76	.762	.842	.945	1		
OEC(4)	3.92	.974	.862	.705	.756	1	
ERC(5)	3.83	.757	.748	.792	.824	.781	1

Source: Survey Data 2020

4.2 Regression Analysis

This research adopted a multiple linear regression to arrive at findings relating to the study: Ethical Issues in Business and Nigerian Insurance Companies' Performance. The use of Statistical Package for Social Science (SPSS) version 25 was adopted in entering and computation of the linear regression measurement, as well as the coding.

Table 4.2: Model Summary

Model	**R**	**R Square**	**Adjusted R Square**	**Std Error of the Estimate**
1	.939[a]	.882	.881	**.399**

a. Predictors: (Constant), Environmental Regulatory Compliance, Organization's Ethical Code, Corporate Social Responsibility, Workforce Diversity

Source: Survey Data 2020

From table 4.2 above, the R value of 0.939 reveals that the variables in the model are strongly correlated. While the R squared shows the changes occurring in the dependent variable due to variation occurring in the regressor variables; it is the determination coefficient. It could be inferred from the model summary that R-squared is 0.882 which is interpreted that 88% of the variability in Nigerian Insurance Company's performance is accounted for by the regressor: Environmental Regulatory Compliance, Organization's Ethical Code, Corporate Social Responsibility, Workforce Diversity.

Table 4.3: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	456.493	4	114.123	718.128	.000[b]
Residual	61.183	385	.159		
Total	517.677	389			

a. Dependent Variable: Performance
b. Predictors: (Constant), Environmental Regulatory Compliance, Organization's Ethical Code, Corporate Social Responsibility, Workforce Diversity

Source: Survey Data 2020

As depicted in table 4.3, following the p-value of the F-test, the model is therefore considered significant, statistically, with a p-value of zero approximated to 3 decimal places, as such the model is statistically significant as $p<0.05$. Hence, the results in above tables suggest that the impact of Environmental Regulatory Compliance, Organization's Ethical Code, Corporate Social Responsibility, Workforce Diversity are statistically significantly to predict the performance of Nigerian Insurance Companies' Performance.

Table 4.4 Coefficients

	Unstandardized Coefficients		Standardize Coefficients		
Model	B	Std. Error	Beta	T	Sig.
Constant	.477	.172		2.773	.006

Corporate Social Responsibility	.630	.049	.692	12.878	.000
Workforce Diversity	-.203	.090	-.134	-2.255	.025
Organization's Ethical Code	.707	.035	.597	20.119	.000
Environmental Regulatory Compliant	-.238	.052	-.156	-4.551	.000

Dependent Variable: Performance

Source: Survey Data 2020

$Y = 0.477 + 0.630\ X_1 - 0.203\ X_2 + 0.707\ X_3 - 0.238 X_4$

From table 4.4 above, the table implies that if Corporate Social Responsibility, Workforce Diversity, Organization's Ethical Code and Environmental Regulatory Compliance are held at constant zero, Nigerian Insurance Performance would stand at 0.477. For every one-unit change in Corporate Social Responsibility, an increase of 0.63 in Nigeria Insurance Companies Performance is expected, given that Workforce Diversity, Organization's Ethical Code and Environmental Regulatory Compliant are held constant. At Significance level of 5% and Confidence level of 95%, corporate social responsibility had 0.000 level of significance while, it is therefore significant at $p<0.05$. Hence, there is relationship between business ethics and performance of Nigerian Insurance companies.

Furthermore, a unit increase in workforce Diversity is expected to result into a decrease in Insurance Companies Performance by 0.227 if Corporate Social Responsibility, Organization's Ethical Code and Environmental Regulatory Compliant are held constant. Also at Significance level of 5% and Confidence level of 95%, Workforce diversity has 0.025, p value is said to be significant at less than 0.05. Hence, there is connection between workforce diversity and performance of Nigerian Insurance Companies. Also, an increase of 0.707 in Nigerian Insurance Company's performance is expected for every unit increase in Organization's Ethical should

Corporate Social Responsibility, Workforce Diversity and Environmental Regulatory Compliant held constant. At Significance level of 5% and Confidence level of 95%, Organization's ethical code had 0.000 which is less than 0.05. With the result, there is relationship between organizational ethical code and performance of Nigerian Insurance Companies. While a decrease of 0.238 in the performance of Nigerian Insurance companies' performance is anticipated for every unit increase in the environmental regulatory compliant variable should Corporate Social Responsibility, Workforce Diversity and Organization's Ethical Code held constant. At Significance level of 5% and Confidence level of 95%, the p-value of Environmental Regulatory Compliant was 0.000 which is less than 0.05, therefore, environmental regulatory compliant has impact on Nigerian Insurance Companies Performance.

5.0 Discussion

It was observed that there is relationship between business ethics and performance of Nigerian Insurance companies. (research objective one) This observation aligns with some of the prior studies. Rettab, Brik & Mellahi (2009) posited that few researchers have expressed that codes of ethics say much regarding a firm, and that there is a positive connection among CSR and financial performance. The work of Waddock & Graves (1997) also corroborate this findings that Corporate Social Performance (CSP) is decidedly identified with Corporate Financial Performance (CFP), which demonstrates that effective management is connected to social responsibility.

The study found that that there is connection between workforce diversity and performance of Nigerian Insurance Companies (second research objective). This result is in line with Pelled, Eisenhardt, & Xin (1999). They contend that Workforce diversity is by and large accepted to impact the performance of the firm positively. Diversity upgrades imagination and improves the viability of decisions in this way improving the performance of the firm. Geringer, Beamish, & DaCosta (1989) proposed that there is a positive liking between the firm performance and workforce diversification.

The study also finds that there is relationship between organizational ethical code and performance of Nigerian Insurance Companies. This result conforms to the research result of Collewaert & Fassin (2013) which states that an unethical practices by organization can limit the advancement of trust, and future business relationships. The result is also supported by the work of Fombrun and Foss (2004) which contends that ethical code in organization play in certainty a significant role in long haul business manageability and will steadily shape the premise of genuine corporate leadership.

Lastly, findings show that environmental regulatory compliant has impact on Nigerian Insurance Companies Performance. This finding agree with Williamson (1999) that states that Through regulations (e.g pollution reduction) Governments plan to improve public benefit by engaging organization on sustainability practices, while firms on their own ensure to maximize personal benefits (for instance, as reduced utilization of energy/crude material) that emphatically impacts their bottom line positively. This is further corroborated in the work of Porter and van der Linde, (1995); Tello and Yoon (2008). Which state that the customary view, established in neoclassical economics, contends that regulations is harmful to business, yet socially attractive; current points of view propose that, if appropriately structured, environmental regulations can improve firms' business performance through motivating and encouraging innovation.

6.0 Conclusion and Recommendations

From the findings of the study it can be concluded that Ethical issues affect the performance of Nigerian Insurance Companies. Attention of Nigerian Insurance business should therefore be turned to ethical issues that affect their businesses should they which to wax stronger in the industry. Specifically, it was observed that there exist strong positive relationship between Corporate Social Responsibility and performance of Nigerian Insurance Companies. The study also concluded that there exist negative connection between workforce diversity and performance Nigerian Insurance Companies. The study further confirmed that there is strong positive relationship between Organization’s Ethical Code and Performance of Nigerian Insurance Companies. And lastly, it was concluded that Environmental Regulatory Compliant impact Nigerian Insurance Companies Performance negatively.

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Appendix

Statistics of Sampled Organization

Research Organization	**Total Employees**	**Sampled Employees**
Wapic Insurance	462	71
Alliance & General Insurance Plc	153	23
FBN Insurance	170	26
AIICO	521	80
AXA Mansard Insurance Company	242	37
Consolidated Hallmark	250	38
Niger Insurance Plc	285	44
Goldlink Insurance	150	23
Leadway Assurance	287	44
Lasaco Assurance	163	25
Total	**2,683**	**411**

Source: Survey Data 2020