

**ADHERENCE TO ETHICS OF ORGANIZATIONAL CHANGE MANAGEMENT AND
EMPLOYEE PERFORMANCE**

Akeem Olanrewaju AJANI¹

¹Department of Business Administration,
College of Applied Social Sciences
Lagos State University of Science and Technology, Ikorodu, Lagos, Nigeria
Corresponding author: ajaniakeemlanre72@gmail.com
Orcid: 0000-0002-9860-3322

Sayed Oluwale ADEYEMI²

²Department of Business Administration,
Federal University, Birnin Kebbi, Kebbi State, Nigeria
Orcid: 0009-0002-8548-6021

&

Abiodun Thomas Awoyemi³

¹Department of Business Administration,
Lagos State University of Science and Technology, Ikorodu, Lagos, Nigeria
(Orcid: 0009-0004-2536-5417)

<https://doi.org/10.70118/ajbam-04-2026-063>

Abstract

This study examines whether adherence to ethics of organizational change management is associated with improved employee performance in selected manufacturing firms in Lagos State, Nigeria. A cross-sectional survey design was adopted, and data were collected through a structured questionnaire administered to employees and managers in six manufacturing organizations. Of the 400 questionnaires distributed, 360 usable responses were returned, representing a 90.00% response rate. A pilot test supported the reliability of the instrument, with Cronbach's alpha values reported in the source manuscript as ranging from 0.79 to 0.92 and an overall reliability coefficient of 0.927. Descriptive statistics and inferential tests were conducted with SPSS version 26. Diagnostic results of normality indicated ethical leadership skewness of -1.955 close to the threshold commonly cited as acceptable and no evidence of multicollinearity among the major explanatory variables. Pearson correlation results showed significant positive associations between employees' perceptions of workplace ethical change and organizational performance ($r = .263, p < .001$), between workplace ethics and employees' commitment to work ($r = .304, p < .001$), and between management enforcement of ethical standards and employee performance ($r = .136, p < .001$). The findings suggest that stronger ethical change of fairness, integrity, accountability, visible managerial enforcement, and a supportive ethical climate are associated with better work attitudes and improved organizational outcomes. The study concludes that ethics of organizational change management should be treated as a strategic organizational resource rather than as a symbolic compliance exercise.

Keywords: Adherence; organizational ethics; management enforcement; employees' performance; organizational performance

INTRODUCTION

Organizational ethics has become a strategic concern for contemporary firms because ethical norms shape decision-making, guide acceptable conduct, and influence how employees relate to management, co-workers, customers, and the wider society. In organizational settings, ethical norms provide a framework for fairness, integrity, accountability, and responsible behavior. Where these norms are clear and consistently enforced, they can strengthen trust, reduce misconduct, and improve the quality of employee performance.

Manufacturing organizations, in particular, operate in environments that require discipline, compliance, teamwork, and sustained productivity. Yet these same organizations are also exposed to ethical risks such as bribery, fraud, harassment, discrimination, favoritism, and abuse of organizational procedures. In such contexts, ethical norms are not merely symbolic; they serve as practical controls that shape conduct and support organizational effectiveness. Prior studies suggest that ethical business conduct enhances trust, improves employee attitudes, and supports better organizational outcomes (Abiodun et al., 2014; Al-Nashash et al., 2018).

The study is motivated by concern over the apparent decline in ethical commitment in some work settings, where short-term personal gain overshadow fairness, honesty, and self-discipline. Weak ethical enforcement can erode trust, damage employee relations, and undermine leadership effectiveness (Brown & Treviño, 2006). Unrealistic targets, weak monitoring systems, and inadequate employee development may also increase the risk of unethical behavior in organizations (Pinakshi, 2018; Treviño & Nelson, 2021).

Although the relationship between ethical change and organizational outcomes has attracted scholarly attention, empirical evidence remains controversial and uneven consensus across sectors and settings, couple with the diversity of environmental dynamic changes. This study therefore focuses on selected manufacturing firms in Lagos State, Nigeria, with the aim of examining

whether adherence to ethics of organizational change management is associated with improved employee performance and work commitment.

Specifically, the study seeks to: (1) examine employees' perceptions of workplace ethical change and organizational performance; (2) assess the relationship between workplace ethics change management and employees' commitment to work; and (3) evaluate the role of management enforcement of ethical standards in shaping organizational performance.

Hypotheses

H1: Employees' perceptions of workplace ethical change are significantly associated with organizational performance.

H2: Workplace ethics change management is significantly associated with employees' commitment to work.

H3: Management enforcement of ethical standards is significantly associated with organizational performance.

LITERATURE REVIEW

Ethics

Ethics refers to the principles, values, and standards that guide judgments about what is right, fair, and just in human conduct. In the workplace settings, ethics encompasses attitudes and behaviors expected of employees and managers in their daily interactions and decisions. Omisore and Oyende (2015) describe workplace ethics as a set of values that includes proper attitude, appropriate behavior, respect for others, and effective communication. Likewise, Rossy (2011) posits ethics as an art and discipline of regulatory guidelines employing set of principles and standards to analyze and resolve complex moral challenges of trust, employee satisfaction, guidance and empathy.

Ethical Behavior and Employees' Relations

Ethical behavior is the minimum standards requirement of an employees that become acceptable in the 21st century, with focus on establishment of inconsistency among personal values, organizational and societal values (Nwosu, 2020). Greater success in organizations thus depend on individual's ability to act ethically into every day's business conduct. Ethical behavior and employee relations in any work organizations enhance general development: Increase production, wealth creation, political stability and the inclusive benefits of sustainable human developments (Zheng et al., 2010).

Organizational Change

In contemporary modern era, organizations environment has become an interesting phenomenon of concern and challenges, where all activities happen for a reason such as financial difficulties, increase job responsibilities, intense competition, and labour supply inadequacy; thus, the manifestation of change (Ajani & Adebayo, 2022). The success of an organization often depend on the adaptability and ability to manage change. Although this is not always an end in itself; rather it is a means to a better future and advancement to fulfilling the pre-set objectives (Korbi, 2015).

Organizational Performance

According to Adda et al., (2016), organization performance refers to recurring activities of establish organizational goals, monitoring progress goals, and adjustments to achieve these goals more effectively and efficiently. In a relative study, Neely, (2022) sees performance as process of applying due method in the usage of available resources in order to achieve an objective through operational multi-faceted effectiveness.

The concept of organizational performance entails the comparison of an organization's goals and objectives with its actual performance using three distinct areas: financial performance, market performance, and shareholder value. Financial performance refers to an organization's results/return on investment and assets. The market performance refers to company's ability to distribute their output in the most cost-effective

way that returns a reasonable amount to suppliers. In addition, market performance is the ability of a company to meet the demands and expectations of consumers regarding the goods or services produced (or stewardship of the environment and responsibility to the community). Finally, shareholder value refers to what a person holds as shares in the firm possession.

Carroll, (2000) asserts that organizational performance refers to the "transformation of inputs into outputs in order to achieve certain outcomes. Also, performance inform the relationship between minimal effective cost (economy), realized to produce an output (efficiency), and the desired output achieved outcome (effectiveness). However, some scholars opine that, there is no general agreement in the literature on the criteria to be used in assessing organizational performance (Bolman & Deal 2013; Van der & Steyn, 2018).

Organizational commitment

Valentine and Barnett, (2003) posit three approaches of elucidating organization commitment: Affective, normative, and continuance. Employee's commitment to an organization depicts the consequences manifested in the exhibition of norms like- reduction in turnover intentions, work absence, employee emotional attachment, and increase supportive to the organizations.

Theoretical Review

Two theories are examined, but the study is anchor on the stakeholder theory of organization management and business ethics.

Stakeholder's Theory (Freeman, 1984)

This theory maintains the need for an organization to engage in active social role in the society where it operates due to its dependency for sustenance (Fatoki, 2012). Beyond its stockholders, a firm has a number of stakeholders that include employees, customers, suppliers, distributors, creditors, host communities and the government. The theory examines performance and success in relation to how well it is able to manage its relationships with these stakeholders (Freeman, 2014). Indeed, to

succeed, managers need to harmonize the usually conflicting interests of these stakeholders. Where these interests are properly managed, the support of the stakeholders can be counted upon, as the firm's becomes good platform upon which the stakeholders' interests can be maximized (Duke et al., 2012)

The theory takes into consideration the need to satisfy interested parties capable of influencing organizational performance if the organization is to survive in the intense environment. Corporate Social Responsibility has become a necessity in recent time due to the goodwill it generates, and for the fact that interdependence exist between the corporate firms and the environment where they operate. Thus, the information disclosed to the stakeholders may be assumed proper by the organization, in order to legitimate it involvement in the social processes.

Stakeholder theory is an extension of the agency view, where boards of directors are to take care of the interests of shareholders. However, this narrow focus on shareholders has undergone a change and boards are now expected to take into account the interests of many different stakeholder groups, including interest's groups linked to social, environmental and ethical considerations (Anggraeni, 2017; Donaldson & Preston, 1995; Agle., 2018).

Thus, the theory provides a nomenclature upon which the three formulated hypotheses culminates into understanding compliances to ethics of change management and the roles of employees being considered inevitable and germane in facilitating and realizing organizational objectives as critical with stakeholder, through maintenance of organizational ethical practices that help denounce and prohibit any kind of ambiguity or an un-orthodox behavior contrarily to the perceived and expected ethical change that propel employees performance.

Participatory Management Theory

Participatory management theory was propounded by Bavelas and Lewin (1942). And the theory emphasizes the concern for delegation of authority in decision-making process. Participatory management cut across many disciplines such as public administration, urban planning and public policy making. The theory does much more than recognize that employees ought to be able to recommend changes or course of action, and yet reflect that authority should be transferred to and shared with employees (Andrea, 2015).

The theory stems from understanding what the culture of an organization or firm represents. Conceptually, organizational culture is thought to represent a symbolic and ideal system composed of value and norms implemented by its founders, shared and reflected to influence behaviors of its members or employees. The culture of the organization is in turn used to guide the organization's work ethics particularly on change management. Participatory management is a shift in the management paradigm away from a top-down approach to a more self-facilitated and self-sustained approach. Employees are given the freedom and responsibility accompanied with all the necessary tools needed to delegate decision-making, authority and evaluations of foreseeable and unforeseeable problems. A notable tool in participative management is the implementation of the contingency approach, which acknowledges that every problem is different (change); and therefore, every problem requires different approaches and solutions. Thus, the theory provides a basis upon which ethics of organization's change management can be more effective and efficient through participation of employees in the change process for an enhance performance.

Empirical Review

Various earlier studies have established an association between ethical practices in workplace and performance outcomes. The presence of ethical issues exerts a direct influence on the formulation and implementation of policies and procedures, hence exerting an effect on the overall productivity and performance of employees. Halbusi et al. (2020); Hewawaduge and Payithra

(2018) study center on the ethical behavior of employees. According to the studies finding, organizational ethics has the distinct capability to enhance production sustainability, morale and confidence within the workplace, while organizations derive financial gains from individuals who possess a robust work ethic, hence rendering such employees highly valued by firms. This implies the absence of employee commitment, deficient organizational structure, and inadequate interpersonal abilities may exert an adverse impact on the overall productivity of the organization.

The study by Ma et al. (2022); Qabool et al. (2021); and Liu et al. (2013) on effect of ethical leadership on service recovery, consequences on leadership, and job performance findings indicate that job performance, work climate, workplace friendships and self-efficacy are mediators of performance, are positively related and being influence by ethical leadership. Thus, employees' feelings and perceptions of standard adherence to ethics, being a propeller to noticeable improved performance.

Research study by Adeyeye et al. (2015) that focused on workplace ethics and employees' performance in Nigeria evaluated how strong work ethics (SWE) or weak work ethics (WWE) contributes to encourage or discourage workers job performance. Literature review and theoretical ground point towards the need for workers to promote ethical practice and discourage unethical acts that undermine corporate image and excellent performance. This study finding proposed strong work ethics as an excellent work performance, and therefore, it is imperative for employees and organizations to promote good practices in the world of work.

In another research study, Mellahi and Morrell, (2017) conducted an experimental investigation to explore the relationship between professional ethics and workplace efficiency. The researchers employed a structural model in their study, and the findings evidence that professional ethics exert a significant influence on an individual's job performance. Based on the observed factor, it was inferred that there exists a modest to moderate

correlation between work ethics and job productivity. This phenomenon attributed to the influence of other elements beyond mere skills, to components such as job satisfaction, engagement, and organizational commitment, on work-related outcomes

Yukl et al., (2024), Remigio, (2022), Hassan et al. (2014) studies show that adherence to ethical ideas influence employee's performance. The results suggest that to promote desired behavior for organizations, managers should provide an example of moral behavior and create normative guidelines that staff members are encouraged to follow. When moral behavior is absent from an organization, employees perform poorly because they are not given guidance on moral behavior and are therefore unable to prevent occurrence of unfavorable performance.

METHODOLOGY

This study adopted a cross-sectional survey research design to explore the relationship between variables of similar contexts into adherence to ethics of organizational change management and employee performance of selected manufacturing organizations. The population of study comprised of one thousand and three hundred and seventy (1370) employees drawn from six selected manufacturing firms in Lagos State, Nigeria using simple random sampling. These organizations diversity include food and beverages, cement production, and construction; chosen based on their size, operational scope, relevance and contributions to the manufacturing sector. The selection ensures a comprehensive representation of the manufacturing industry, thereby enhancing the generalization of the findings. Using the Taro Yamane formula at a 5% margin of error, gives 309.6 respondents. However, a rounded-up practical target sample size was approximately to 400 respondents. The variation in the arrived calculated sample size was necessitated to accommodate the effect of margin error, improves generalizability, and loss of data response, in order for wider population coverage. In practice, 400 questionnaires were distributed and 360 valid responses were retrieved for analysis:

Data were collected through a structured, close-ended questionnaire divided into two sections. Section A captured respondents' biodata, while Section B measured the major study constructs. Responses were rated on a six-point modified Likert scale ranging from Very High (6) to Very Low (1). The source manuscript indicates that confidentiality and respondents' privacy were protected during the data collection process. A pilot study was conducted to improve clarity and relevance of the questionnaire items. Ten percent of respondents were reportedly used for the pretest. Reliability was assessed using Cronbach's

alpha, with coefficients reported in the source manuscript as exceeding the acceptable threshold of 0.70 and an overall reliability value of 0.927.

Data analysis was conducted in two stages. First, descriptive statistics such as frequencies and percentages were used to summarize the sample and response pattern. Second, inferential analyses were conducted in SPSS version 26. Diagnostic tests examined normality and multicollinearity, while Pearson correlation analysis was used to test the stated hypotheses. Given the design, the results are interpreted as associations and definitive causal effects.

RESULTS AND DISCUSSION OF FINDINGS

Table 4.1: Sample distribution across the selected manufacturing firms

S/N	Organization	Questionnaires Distributed	Usable Responses
1	Nigeria Breweries Plc. (Iganmu)	67	65
2	Cadbury Nigeria Plc.	67	61
3	Nigeria Bottling Company Plc.	67	59
4	Dangote Cement Plc.	67	61
5	First Aluminium Plc.	66	57
6	PZ Plc.	66	57
	Total	400	360

Source: Field survey results, 2026.

Table 4.2: Questionnaire response rate

Response	Total	Percentage (%)
Returned and usable	360	90.00
Unreturned / unusable	40	10.00
Total	400	100.00

Source: Field survey results, 2026.

The response rate shows the percentage of questionnaires returned and considered usable. A total of 400 copies of the questionnaire were distributed to employees and managers of selected manufacturing organizations. Out of these, 360

were returned and found usable, achieving a response rate of 90.0%. Forty-eight (40) copies of the questionnaire were either not returned or contained incomplete information, making them unsuitable for analysis.

Table 4.3: Normality diagnostics

Variable	Skewness	Std. Error	Kurtosis	Std. Error
Ethical leadership	-1.955	0.102	2.672	0.203
Employee integrity	-1.312	0.102	2.324	0.203
Workplace openness	-1.074	0.102	1.605	0.203

Work compliance	-0.792	0.102	1.585	0.203
Organizational culture/value	-1.186	0.102	2.249	0.203
Team work	-0.385	0.102	1.060	0.203
Employee morale	-0.103	0.102	0.154	0.203
Organizational performance	-0.461	0.102	-0.015	0.203

Note: Field survey results, 2026.

The results in Table 4.3 show that the variables are normally distributed with skewness and kurtosis values ranging between -3.0 to +3.0. This implies that the study's variables, namely ethical leadership, employee integrity, workplace openness, work compliance, organizational culture, team work, employee morale, and organizational performance, are normally distributed. Therefore, the data distribution meets the assumptions of normality required for advanced data analysis.

Linearity Test

According to Osborne and Waters (2002), multiple linear regressions can only accurately estimate the relationship between the dependent and independent variables if the relationship is

linear in nature. The absence of a linear relationship between the independent & dependent variables may result in regression analyses underestimating the true relationship. The linearity test was conducted using Pearson's moment correlation coefficient between improved performance (the dependent variable) and each of the hypothesized explanatory variables that include ethical leadership, employee integrity, workplace openness, work compliance, organizational culture, team work, and employee morale. The results of the linearity test indicated that there is a significant linear relationship between the dependent variable (organizational performance) and the independent variables. The linearity results are shown in table 4.2.2.

Table 4.4: Results of Pearson's Correlation Linearity Test

		INDUSTRIESs Performance	Conclusion
Ethical Leadership	Pearson Correlation	0.449**	Linear
	Sig. (2-tailed)	0.000	
	N	360	
Workplace Openness	Pearson Correlation	0.564**	Linear
	Sig. (2-tailed)	0.000	
	N	360	
Work Compliance	Pearson Correlation	0.591**	Linear
	Sig. (2-tailed)	0.000	
	N	360	
Ethical Leadership	Pearson Correlation	0.652**	Linear
	Sig. (2-tailed)	0.000	
	N	360	

Correlation is significant at the 0.01 level (2-tailed).

Source: Researcher's Field Survey Results, 2026.

Table 4.4 indicates that there is a positive and significant linear relationship between organizational performance and the explanatory variables, namely ethical leadership, employee integrity, workplace openness, and work compliance, at a 5 percent level of significance.

The results indicate that employee integrity ($r = 0.652$, $p < 0.05$), workplace openness ($r = 0.591$, $p < 0.05$), and work compliance ($r = 0.564$, $p < 0.05$) have a positive and significant linear relationship with organizational performance. This implies that as these variables increase, the

performance of the organization also improves. A moderately positive but significant relationship was also found between ethical leadership and organizational performance ($r = 0.449$, $p < 0.05$). This implies that the presence of strong ethical leadership positively influences organizational performance, albeit to a lesser extent compared to other variables. The implication of these results is that there is a co-movement of variables in the

same direction. However, it is essential to note that correlation does not necessarily imply causation (McCuiston et al., 2004). Therefore, it is important to conduct a regression analysis to establish any causal relationships. Since the population is normally distributed, linear regression is suitable and was estimated in this study.

Table 4.5: Multicollinearity statistics

Variable	Tolerance	VIF	Interpretation
Ethical leadership	0.699	1.431	No problematic multicollinearity
Employee integrity	0.496	2.016	No problematic multicollinearity
Workplace openness	0.453	2.208	No problematic multicollinearity
Work compliance	0.518	1.930	No problematic multicollinearity

Note: Tolerance values exceeded 0.10 and VIF values were well below 10, indicating no serious multicollinearity concern.

Multicollinearity exists when more than one variable measures the same value (Hair et al., 2006). It refers to a high correlation between independent variables that are intended to predict a specific dependent variable. In the study, multicollinearity was assessed using the Variance Inflation Factor (VIF) > 10 and Tolerance values < 0.1 . Table 4.5 indicate that all the independent variables have VIF values less than 10 and Tolerance values greater than 0.1 respectively. Ethical leadership yielded the least VIF at 1.431 and Workplace openness generated the highest

VIF at 2.208. This implies that there was multicollinearity and thus, all the predictor variables were maintained in the regression model, as this is within the threshold recommended by Landau and Everitt (2004).

Results on Research Hypotheses

H₀₁: There is no relationship between employees' perceptions of workplace ethical change and performance in organizations.

Table 4.6.1: Correlations

		Employees' perception	Ethical change and performance
Employees Performance	Pearson Correlation	1	.263**
	Sig. (2-tailed)		.000
	N	360	360
Ethical change and Performance	Pearson Correlation	.263**	1
	Sig. (2-tailed)	.000	
	N	360	360

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4.6.1 above shows a Pearson's Product Moment Correlation coefficient (r) of 0.263. This means that a significant and positive relationship exist between employees' perception and ethical

change and performance, thus employee's perception of workplace ethical change will improve the employee's performance in the manufacturing organizations.

Table 4.6.2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.756 ^a	.719	.658	.689	.719	13.683	1	351	.000

a. Predictors: (Constant), Employees perception

Source: SPSS Output, version 26

Table 4.6.2 above shows that the correlation coefficient 0.756 indicates a significant relationship between employee's perception of ethical change and performance. The Coefficient of Determination (R^2) = .719 implies that 71.9% variation in the employee's workplace performance in manufacturing organizations is explained by variations in employee's perception, indicates that the model has a good

fit. The 28.1% is elucidated by other variables not captured in the model. Conventionally, $F\text{-Change} = 13.683 > \text{Sig. } F\text{-Change} = 0$. Hence, it is concluded that the model is relevant. The adjusted R^2 of 66% indicates that, if the entire population is considered for this study, deviation will only be by .005(0.5%), and the standard error of estimate is 0.689. Thus, the decision above is valid.

Table 4.6.3: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.262	.542		2.270	.002
	hyp 1	.188	.067	.143	2.001	.000

a. Dependent Variable: Performance

Table 4.6.3 shows coefficients of independent employees' perception at workplace (.188) have effect on performance. Therefore, the (probability) and Beta=0.143; t-statistics value of (.000) and 2.001 suggest that the relationship is significant since alpha level of 0.05 is greater than the p-value of 0.000. Thus, the null hypothesis is rejected which state that no relationship exists between employee's perception and performance in manufacturing organization. The study results aligned to the findings of Arvey and Jones, (2005), Trevino and Nelson, (2010), showing that organizational ethics contribute to positive work outcomes, employee satisfaction and

organizational success. The significant of the study findings is that a positive work environment culminates, and enhances employee perception and workplace satisfaction.

Hypothesis 2

H₀₂: There is no significant relationship between workplace ethics change management and employees' commitment to work in manufacturing organizations.

Table 4.6.4: Correlations

		Workplace ethics	Employees commitment
Workplace ethics	Pearson Correlation	1	.304**
	Sig. (2-tailed)		.000
	N	360	360
Employees' commitment	Pearson Correlation	.304**	1
	Sig. (2-tailed)	.000	
	N	360	360

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.6.4 above shows a Pearson's Product Moment Correlation coefficient (r) of 0.304. This means that a significant relationship exists between workplace ethics change management and employees' commitment, thus an improvement in workplace ethics will improve the employees commitment in manufacturing organizations.

Table 4.6.5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.512 ^a	.458	.377	.329	.458	18.541	1	354	.000

a. Predictors: (Constant), Workplace ethics

Table 4.6.5 above shows that the correlation coefficient is (0.512) showing that a significant relationship exists between workplace ethics change management and employees' commitment. The Coefficient of Determination (R^2) = .458 implies that 45.8% variation in employees' commitment is explained by variations in workplace ethics, thus model has a

fairly good fit. The 54.2% is elucidated by other variables not captured in the model. The F-Change = 18.541 > Sig. F-Change = (.000) The adjusted R^2 of 37.7% indicates that, if the entire population is considered for this study, deviation will only be by .005(0.5%), and the standard error of estimate is 0.329, hence, the decision above is valid.

Table 4.6.6: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.402	.497		2.014	.002
	hyp 1	.226	.078	.166	2.002	.000

a. Dependent Variable: Employees' commitment

Table 4.6.6 shows coefficients of independent workplace ethics (.226) have effect on employees' commitment to work. Therefore, the (probability) and Beta=0.166; t-statistics value of (.000) and 2.014 suggest that the relationship is significant since alpha level of 0.05 is greater than the p-value of 0.000. Thus, the null hypothesis is rejected which state that no significant relationship exists between workplace ethics change management and employee's commitment to work in manufacturing organization. The study results aligned to the findings of De Cremer and Moore (2020), Allen and Meyer, (2012)), showing

that workplace ethics contribute to workplace openness, trust and integrity, increased organizational commitment and performance. The significant of the study findings is that ethical climates promote high levels of employee engagement and integrity, which propel enhance job commitment and noticeable improved performance.

Ho3: Management enforcement of ethical standards is not significantly associated with organizational performance.

Table 4.6.7: Correlations

		Enforcement standar	Employees performance
Enforcement standar	Pearson Correlation	1	.136**
	Sig. (2-tailed)		.000
	N	360	360
Employees' performance	Pearson Correlation	.136**	1
	Sig. (2-tailed)	.000	
	N	360	360

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4.6.7 above shows a Pearson's Product Moment Correlation coefficient (r) of 0.136. This means that a significant relationship exists between enforcement in ethical standard behavior and employees' performance, thus

further improvement by the management to enforce ethical standard behavior will improve the effectiveness of employees in the manufacturing organizations.

Table 4.6.8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.474 ^a	.409	.383	.356	.409	3.644	1	337	.000

a. Predictors: (Constant), Enforcement standard

Table 4.6.8 above shows the correlation coefficient (0.474) indicating significant relationship between enforcement of ethical standard behavior and employees' performance effectiveness. The Coefficient of Determination (R^2) = .409 implies that 40.9% variation in employees' performance effectiveness is explained by the enforcement of ethical standard behavior. This indicates that this model has fairly

good fit. The 59.1% is elucidated by other variables not captured in the model. Conventionally, $F\text{-Change} = 3.644 > \text{Sig. } F\text{-Change} = 0.000$. The adjusted R^2 of 38.3% indicates that, if the entire population is considered in the study, deviation will be by .005(0.5%), and the standard error of estimate is 0.356. Hence, the decision above is valid.

Table 4.6.9: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.298	.402		2.013	.002
	hyp 1	.191	.072	.154	2.113	.000

a. Dependent Variable: Performance

Table 4.6.9 shows coefficients of independent management enforcement standard behavior (.191) has effect on employee's performance to work. Therefore, the (probability) and Beta=0.154; t-statistics value of (.000) and 2.113 suggest that the relationship is significant since alpha level of 0.05 is greater than the p-value of 0.000. Thus the null hypothesis is rejected which state that no significant relationship exist between role of management in enforcement of ethical standard behavior and employees performance in manufacturing organization. The study results aligned to the findings of Brown & Trevino, (2006) that ethical leadership positively impacts employee attitudes and behavior, boost job performance and organizational effectiveness. The significant of the study findings is that management enforcement of ethical standard behavior, and reinforcement foster transparent work environment being critical to achieving sustainable

CONCLUSION

This study examined the relationship between adherence to ethics of organizational change management and employee performance in selected manufacturing firms in Lagos State, Nigeria. The evidence presented from the finding indicates that employee perceptions, workplace ethics, and management enforcement are positively associated with employee commitment and organizational performance. The findings support the argument that organizations that institutionalize ethics are better positioned to foster trust, discipline, commitment, and productivity. Ethical change management should therefore be treated as a strategic organizational resource rather than as a symbolic compliance exercise.

- i. Manufacturing firms should communicate ethical expectations clearly and repeatedly through formal policies, orientation programs, and continuous ethics training.

- ii. Managers should model ethical behavior in everyday decisions because leadership example gives ethical policies credibility.
- iii. Organizations should establish transparent enforcement procedures that are consistent, fair, and understood by employees.
- iv. Ethics should be embedded in performance management, supervision, and internal communication systems to encourage sustained compliance and trust.

LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

The considered study limitations include the cross-sectional design method, the use of questionnaire data with possibility of bias, and the restriction to selected manufacturing firms in Lagos State, which may inhibit generalizability to other sectors or regions.

Future studies could extend the analysis by using longitudinal designs, sectorial comparisons, mixed methods, and more robust multivariate modeling.

REFERENCES

- Abiodun, A.J; Osibanjo, A.O; Adeniji, A.A. and Iyerekojie, E. (2014). Modelling the Relationship between Job Demands, Work Attitudes and Performance Among Nurses in a Transition Economy. *International Journal of Healthcare Management*, 7(4), 257-264.
- Adda, G., Darai, D., Pavanini, N., & Weber, R.A. (2016). Do leaders affect ethical conduct? *Journal of the European Economic Association*, 15(6), 1177-1213. <https://doi.org/10.1093/jeaa/jvw027>
- Adeyeye, J. O., Adeniji, A. A., Osinbajo, A. O., & Oludayo, O. A. (2015). Effects of workplace ethics on employees and organizational productivity in Nigeria.

- International Conference on African Development Issues (CU-ICADI) 2015: Social and Economic Models for Development Track.
- Ajani, A.O., & Adebayo, T.A. (2022).Role of Sustainable change management and innovation on employees performance of selected fast foods in Nigeria. *Fuoye Journal of Accounting and Management*,5(1), 126-140.
- Agle, B.R. (2018) The importance of understanding the students in our business ethics classes. *Journal of Business Ethics Education*, 9,469-471.
- Al-Nashash, H. M., Panigrahi, S. K., & Darun, M. R. Bin. (2018). Do Work Ethics Improves Employee Job Satisfaction? Insights from Jordanian Banks. *International Journal of Academic Research in Business and Social Sciences*, 8(11), 627–645.
- Anggraeni, A.I., Dwiatmadja, C., & Yuniawan, A. (2017). The role of psychological contract on employee commitment and organisational citizenship behaviour: A study of Indonesian young entrepreneurs in management action. *SA Journal of Industrial Psychology/SA Tydskrif vir Bedryfsielkunde*, 43(0), a1409. <https://doi.org/10.4102/sajip.v43i0.1409>.
- Arvey, R. D., and Jones, A. P. (2005). The use of discipline in organizational settings: A framework for future research. In L. L. Cummings and B. M. Staw (Eds.), *Research in organizational behavior*,7(2),367-408. Greenwich, CT: JAI.
- Andrea, P. (2015). Morality, ethics, and values outside and inside organization: An example of the discourse on climate change. *Journal of Business Ethics*, Springer, 119 (3), 287-300., <https://doi.org/10.1007/s10551-013-1641-2>
- Bavelas, A., & Lewin, K. (1942). Training in democratic leadership. *Journal of Abnormal Psychology*, 37, 115–119.
- Bolman, L.G., & Deal, T.E.(2013). Reframing organizations. 6th Edition, Jossey-Bass. <https://doi.org/10.1002/9781119281856>.
- Brown, M.E., & Trevino, L.K. (2006). Ethical leadership: A review and future directions. *The Leadership Quarterly*, 17 (6), 595-616, <https://doi.org/10.1016/j.leaqua.2006.10.004>
- Buzzanell,P.M., & Fyke, J.P.(2013). The ethics of conscious capitalism:Wicked problems in leading change and changing leaders. *Human Relations*, 66(12), 1619-1643. <https://doi.org/10.1177/0018726713485306>.
- Carroll, A.B.(2000). Ethical challenges for business in the new millennium: Corporate Social responsibility and models of management morality. *Business Ethics Quarterly* 10, 33-42. <https://doi.org/10.2307/3857692>.
- Donaldson, T., & Preston, L.E. (1995). The stakeholder theory of the corporation: Concepts, evidence and implications. *The Academy of Management Review*, 20(1), 65-91. <https://doi.org/10.2307/258887>.
- Groenewald, E., Kilag, O.K., Abendan, C.F., & Dosdos, B.V.(2024). Philosophy of management: Ethical leadership and organizational integrity, *International Multidisciplinary Journal of Research for Innovation, Sustainability, and Excellence*,1 (3), 106-113.
- Freeman, R.E.(2014). *Strategic Management: A Stakeholder Approach*, Pitman Publishers.
- Halbusi, H., Williams, K.A., Mansoor, H.O., Hassan, M.S., & Hamid, F.A.(2020). Examining the impact of ethical leadership and organizational justice on employees ethical behavior; Does person-organization fit play a role? *Ethical Behavior Journal*, 3(7), 514-532.
- Hassan, S., Wright, B.E.,& Yukl, G.(2014). Does ethical leadership matters in government? Absenteeism, and willingness to reports ethical problems. *Public Administration Review*, 74, 333-343. <https://doi.org/10.1111/puar.12216>.

- Hewawaduge, M.N., & Pavithra, K. (2018). Employee Commitment: The Role of Organizational Socialization and Protean Career Orientation. *South Asian Journal of Human Resources Management*, 5(1), 1–27.
- Huang, S.Y., Li, M.W., & Chang, T.W.(2021). Transformational leadership, ethical leadership, and participative leadership in predicting counterproductive work behaviors: Evidence from financial technology firms, *Frontiers in Psychology*, 12, (6), 567-587.
- Islam, M.A., Hossain, M.I., Nimfa, D.T., & Tehseen, S.(2025). Paradox of sustainable growth: The interplay between small and medium enterprises and non-governmental organizations, *Helix Business Strategy and development*, 8 (1), e70054.
- Korbi,K.(2015).Leadership and strategic change. *The Journal of Organizational Management Studies*.
<https://doi.org/10.5171/2015.638847>
- Limpo, L., & Junaidi, J.(2022). Influence of empowering and ethical leadership on employees' job satisfaction, performance, and organization commitment, *Humanities and Social Sciences Letters*, 11(1), 22-36.
<https://doi.org/10.18488/73.v1i1.3241>
- Liu, J., Kwan, H.K., Fu, P.P., & Mao, Y.(2013). Ethical leadership and job performance in China: The role of workplace friendships and traditionality. *Journal of Occupational and Organizational Psychology*,86, (4), 564-584.
- Ma, D., Wajid, N., Anser, M.K., Anjum,Z.U.Z., & Jia, X.(2022). The effect of ethical leadership on service recovery performance: A moderated mediation model of organizational virtuousness and trait mindfulness, *Frontiers in Psychology*, 13,1036099.
- Malik, M.S., Awais, M., Timsal, A., & Qureshi, U.H. (2016). Impact of ethical leadership on employees' performance: Moderating role of organizational values. *International Review of Management and Marketing*, 6(3), 590-595.
- McCuiston, V.E., Wooldridge, B.R., &Pierce, C.K.(2004). 'Leading the diverse workforce: Profit, prospects and progress," *The Leadership and Organization Development Journal*, 25(1),73-92
- Mellahi, K., & Morrell, K.(2017). *The ethical business: Challenges and controversies*, Bloomsbury Publishing.
- Neely, A.(2022). *Business performance measurement: Unifying theory and integrating practice*, Cambridge University Press.
- Nwosu, P. (2020). Cultural influences on research ethics in Nigeria. *Journal of African Studies*, 2, 78–92.
- Omisore, B.O., & Oyende, A. (2015). Work ethics, values,attitude and performance in the Nigerian public service: Issues, challenges and the way forward'.*Journal of Public Administration and Governance*, 5(1).
- Paine, L.S.(2024).Managing for organizational integrity. *Research Handbook on Organizational Integrity*,8-23, Edward Elgar Publishing.
- Pinakshi, B. (2018). Employees commitment fostering organizational outcomes. *International Journal of Trend in Research and Development*, Volume 5(2), 63-66.
- Qabool, S., Jalees, T., Aziz, A., Anwar, A., & Pahi, M.H.(2021). Consequences of ethical leadership with the mediating role of self-efficacy and workplace climate, *Academy of Strategic Management Journal*,20(4), 1-13.
- Remigio, E.(2022). The effect of work ethics of employees on individual work performance: Management. *Divine Word International Journal of Management and Humanities*,1(1),58-82.
<https://doi.org/10.62025/dwijmh.v1i1.7>
- Rossy, G.L.(2011). Five questions for addressing ethical dilenmas. *Strategy and Leadership*; 39(6), 35-42.
<https://doi.org/10.1108/10878571111176619>.

- Schwartz, M. S. (2007). Effective corporate codes of ethics: Perceptions of codeusers. *Journal of Business Ethics*, 55(4), 323–343.
- Trevino, L.K., & Nelson, K.A. (2021). *Managing business ethics: Straight talk about how to do it right*. John Wiley & Sons.
- Trevino, L.K., & Nelson, K.A. (2010). Managing ethical risks and crisis: Beyond legal compliance. *Beijing Law Review*, 1(1).
- Van der Walt, F., & Steyn, P.(2018). Workplace spirituality and the ethical behavior of project managers SA *Journal of Industrial Psychology*,45.
<https://doi.org/10.4102/sajip.v45i10.168>
- Valentine, S. & Barnett, T.(2003). Ethics codes awareness, perceived ethical values and organizational commitment, *Journal of Personal Selling and Sales Management*, XXIII (Fall), 359-367.
- Yukl, G., Mahsud, R., Hassan, S., & Prussia, G.E.(2024). An improved measure of ethical leadership. *Journal of Leadership and Organizational Studies*, 20(1), 38-48.
- Zheng W., Sharan K. and Wei, J. (2010). New Development of Organizational Commitment: A Critical Review (1960-2009). *African Journal of Business Management*. 4(1), 12-20.

