



**SUPERVISOR-SUBORDINATE RELATIONSHIP AND EMPLOYEE ETHICALITY IN FOODS AND BEVERAGES  
MANUFACTURING COMPANIES IN RIVERS STATE, NIGERIA**

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**ABSTRACT**

*This study examined the relationship between supervisor-subordinate relationship and employee ethicality in foods and beverages manufacturing companies in Rivers State. The study examined eight (8) foods and beverages manufacturing companies, and a population and sample size of two hundred (200) was obtained through purposive sampling technique. Four research objectives guided this study and the corresponding four hypotheses were formulated. The Kendall tau-b correlation was employed as the analytical tool in testing the formulated hypotheses. The study revealed that supervisor-subordinate relationship correlates significantly and positively to employee integrity, ethical decision-making, moral courage and adherence to organizational values. Following these findings, the study concluded that supervisor-subordinate relationship positively and significantly correlates employee ethicality as demonstrated in the understudied foods and beverages manufacturing companies in Rivers State. Based on the findings and the reached conclusion, the study recommended that, foods and beverages manufacturing companies in Rivers State should display effective communication through openness, trust building and set clear business goals as these will enhance employees' integrity.*

**Keywords:** Adherence to Organizational Values, Employee Ethicality, Ethical Decision-Making, Integrity, Moral Courage, Supervisor-Subordinate Relationship.

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## INTRODUCTION

In recent years, the growing prevalence of unethical behavior in organizations has emerged as a significant concern, impacting various aspects of organizational effectiveness and employee well-being. Poor implementation of ethical standards has been linked to decreased employee morale, higher turnover rates, and substantial damage to organizational reputation (Lee & Mitchell, 2023; Smith & Jones, 2024). Unethical practices not only undermine employee trust and satisfaction but also expose organizations to legal and financial risks (Adams & Kim, 2024). Despite these findings, many organizations continue to struggle with embedding effective ethical frameworks, leading to a toxic work environment and perpetuating a cycle of misconduct (Roberts & Lewis, 2024). Brown and Treviño (2023:8) identified that “employee ethicality includes behaviors such as honesty, transparency, and fairness, which are essential for fostering a supportive and productive work environment”.

In Nigeria, the issue of employee ethicality is not new and has become increasingly critical as many organizations grapple with widespread ethical challenges (Obi & Udeh, 2024, Nwachukwu & Okafor, 2024). Furthermore, these literature maintains that many Nigerian organizations face significant challenges related to unethical behavior among employees, which undermines organizational integrity and performance. “Poor ethical practices contribute to decreased employee morale and job satisfaction, leading to higher turnover rates and reduced organizational effectiveness” (Adeyemi, 2023, 13). Additionally, “the lack of robust ethical frameworks aggravates issues such as corruption, nepotism, and fraud, which are prevalent in the Nigerian business environment” (Obi & Udeh, 2024, 9). This persistent ethical disorder not only harms organizational reputation, but also hinders economic development and investor confidence in the country.

Employee ethicality “refers to the adherence of employees to ethical principles and standards in

their professional conduct, and it involves behaviors and decision-making processes that align with the values of integrity, fairness, and respect for others” (Jones & Tetrick, 2023, 17). Furthermore, they argued that it involves making decisions that are not only legally compliant, but also morally sound, which contributes to the creation of a positive organizational culture and enhances trust among all stakeholders. The struggle to maintain the feat of ethical practices has been overwhelmingly challenging to organisations within and outside Nigeria. Supervisory activities and relationships in organizations is one major concept in the implementation and enforcement of organizational practices and needs. Supervisors have a significant impact on employee ethicality through various mechanisms, including direct influence, role modeling, and the creation of an ethical climate. Their behavior and decisions often set the tone for ethical standards within an organization.

Supervisors affect employees' ethical decision-making processes by establishing a framework for evaluating ethical issues, and their leadership style, relationships and decisions guide employees in making morally sound choices and adhering to ethical standards (Nguyen, 2024). The supervisor-subordinate relationship is defined as the interpersonal connection and interaction between a supervisor and their subordinates. This “relationship is crucial for influencing employee attitudes, behaviors, and performance, and it involves aspects such as communication quality, trust, support, and power dynamics, which collectively affect both individual and organizational outcomes” (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2023, 15). Caldwell, Dong and Simmons (2024) argued that it is part of the responsibilities of the supervisors to ensure adherence to organizational values, but the integrity of the workers, their moral courage, will help them take ethical decisions. Brown and Treviño (2023) noted that employee ethicality components are integrity, moral courage, ethical

decision-making and adherence to organizational values.

Based on the foregoing discussions, this paper will examine how supervisor-subordinate relationship correlates employee ethicality, as displayed on

employee ethicality proxies such as, employee integrity, employee moral courage, employee ethical decision-making and employee adherence to organizational values. The conceptual framework guided this paper.

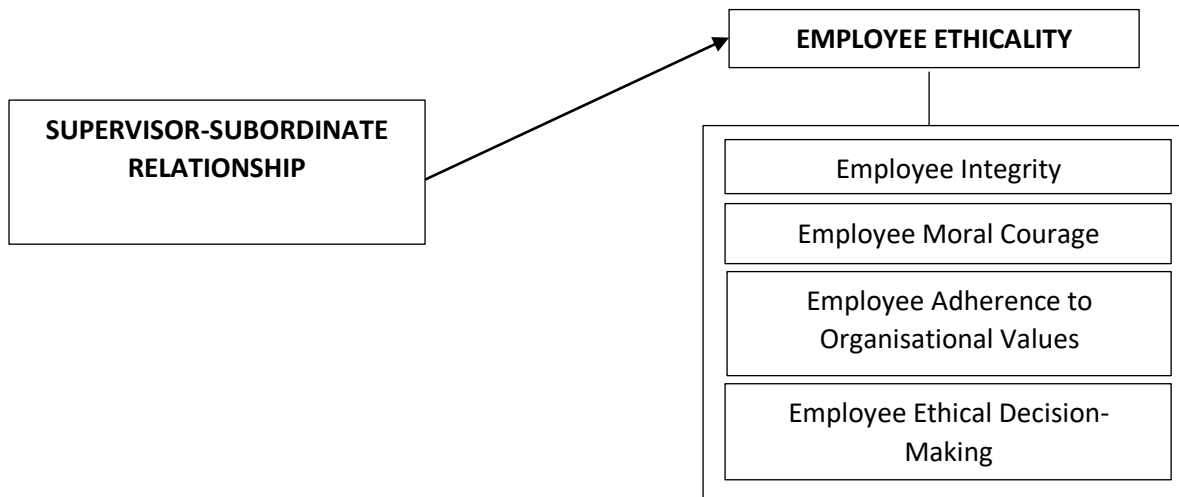


Figure 1: Researcher’s Conceptualization, 2024. Conceptual Framework for the relationship between supervisor-subordinate relationship and employee ethicality

### Research Questions

The following questions were developed as a guide for this research;

- What is the relationship between supervisor-subordinate relationship and the integrity of employees in foods and beverages manufacturing companies in Rivers State?
- How does supervisor-subordinate relationship correlate to the moral courage of employees in foods and beverages manufacturing companies in Rivers State?
- What is the relationship between supervisor-subordinate relationship and ethical decision-making of employees in foods and beverages manufacturing companies in Rivers State?
- How does supervisor-subordinate relationship correlate to employee adherence to organisational values in foods and beverages manufacturing companies in Rivers State?

### Research Objectives

The following objectives were met by this paper;

- Examining the relationship between supervisor-subordinate relationship and the integrity of employees in foods and beverages manufacturing companies in Rivers State.
- Determining the relationship between supervisor-subordinate relationship and the moral courage of employees in foods and beverages manufacturing companies in Rivers State.
- Establishing the kind of relationship that exist between supervisor-subordinate relationship and ethical decision-making of employees in foods and beverages manufacturing companies in Rivers State.
- Examining how supervisor-subordinate relationship correlate to employee adherence to organisational values in foods and beverages manufacturing companies in Rivers State.

## Research Hypotheses

The following hypotheses were formulated specifically for this study:

- **Ho<sub>1</sub>:** There is no significant relationship between supervisor-subordinate relationship and the integrity of employees in foods and beverages manufacturing companies in Rivers State.
- **Ho<sub>2</sub>:** There is no significant relationship between supervisor-subordinate relationship and the moral courage of employees in foods and beverages manufacturing companies in Rivers State.
- **Ho<sub>3</sub>:** There is no significant relationship between supervisor-subordinate relationship and ethical decision-making of employees in foods and beverages manufacturing companies in Rivers State.
- **Ho<sub>4</sub>:** There is no significant relationship between supervisor-subordinate relationship and employee adherence to organisational values in foods and beverages manufacturing companies in Rivers State.

## LITERATURE REVIEW

### Supervisor-Subordinate Relationship

Eisenberger, Stinglhamber, Vandenberghe, Sucharski, and Rhoades (2023) describe the supervisor-subordinate relationship as a key determinant of perceived supervisor support, which influences employee attitudes and behaviors. They pinpointed that this relationship involves the supervisor's support, communication, and feedback, which are essential for fostering a positive work environment and enhancing employee performance. Kernan and Hanges (2024) define the supervisor-subordinate relationship as a multifaceted interaction that is heavily influenced by communication quality. They argue that effective communication between supervisors and subordinates is crucial for setting expectations, providing feedback, and resolving conflicts, which collectively impact employee satisfaction and

performance. Gillespie, Mann, and Rego (2024) conceptualize the supervisor-subordinate relationship as a crucial aspect of leadership that affects both workplace relationships and organizational outcomes. They highlight the importance of trust, support, and reciprocal interactions in shaping effective supervisory relationships and influencing employee engagement and productivity.

Harris, Kacmar, and Zivnuska (2024) define the supervisor-subordinate relationship as a critical determinant of job satisfaction and turnover intentions. They emphasize that the quality of this relationship, including aspects such as supervisor support and fairness, plays a significant role in influencing employees' job satisfaction and their likelihood of remaining with the organization. Lee, Mitchell, and Sablynski (2023) describe the supervisor-subordinate relationship as involving supervisor support and its impact on various employee outcomes. They define this relationship as one where supervisor behaviors, including support and recognition, significantly affect employees' psychological well-being, performance, and overall job satisfaction. Harrison and Klein (2022) define the supervisor-subordinate relationship as a dynamic interaction characterized by mutual influence and feedback. They highlight that this relationship impacts both individual and organizational outcomes, shaping job satisfaction, performance, and professional development.

Li and Lee (2023) describe the supervisor-subordinate relationship as a critical component of the workplace that affects employee engagement and organizational commitment. They emphasize the importance of effective communication and trust in fostering a positive working environment. Zhang and Wang (2023) define the supervisor-subordinate relationship as a critical axis around which power dynamics and relational exchanges revolve. Their study maintained that power imbalances and exchange quality as a result of supervisor-subordinate relationship affect employee motivation and performance outcomes.

Chen and Yang (2024) propose that the supervisor-subordinate relationship is pivotal for effective leadership and organizational success. They argue that the quality of this relationship significantly impacts subordinate well-being, work performance, and organizational citizenship behavior.

Afolabi and Alabi (2022) describe the supervisor-subordinate relationship as a crucial aspect of organizational dynamics that significantly influences job performance and employee satisfaction, and the study noted that cultural values and hierarchical structures shapes the supervisor-subordinate interactions. Oluwaseun and Oladipo (2023) define the supervisor-subordinate relationship as a relationship deeply rooted in traditional hierarchical structures and influenced by both formal and informal power dynamics. They discuss how these relationships impact employee motivation and organizational effectiveness. Eze and Nwankwo (2023) describe the supervisor-subordinate relationship as being significantly affected by socio-cultural factors, including respect for authority and relational norms. Their study highlights how these relationships affect organizational commitment and employee performance. Adediran and Akinwale (2024) argue that the supervisor-subordinate relationship is influenced by both traditional organizational hierarchies and contemporary management practices. They explore how these relationships are mediated by cultural expectations and leadership styles in the companies.

Avolio and Walumbwa (2024) conceptualize the supervisor-subordinate relationship as an interplay of transformational and transactional leadership practices, where the supervisor's influence and the subordinate's responses create a framework for achieving performance and personal development. Yukl and Gardner (2023) view the supervisor-subordinate relationship as a key element of organizational dynamics where the supervisor's leadership behavior directly affects the subordinate's motivation and job outcomes. They stress the importance of adaptability and the alignment of goals between supervisors and

subordinates. Chen and Kanfer (2021) define the supervisor-subordinate relationship as a reciprocal exchange process characterized by mutual expectations and behaviors that influence each other's performance and satisfaction. They argue that effective communication and trust are critical components of this relationship. Goncalo and Staw (2022) describe the supervisor-subordinate relationship as a dynamic interaction where the supervisor's leadership style and the subordinate's responses shape the quality and outcomes of the relationship. They emphasize that this relationship can impact job satisfaction, performance, and overall organizational effectiveness.

### **Employee Ethicality**

Treviño and Nelson (2022) define employee ethicality as the adherence to moral principles and standards in the workplace, reflecting an individual's commitment to doing what is right even in the face of ethical dilemmas. They emphasize that ethical behavior is influenced by both personal values and organizational culture. Rest, Narvaez, Bebeau, and Thoma (2021) conceptualize employee ethicality as the outcome of moral reasoning processes that guide individuals in making ethical decisions at work. They propose that ethicality involves moral sensitivity, moral judgment, moral motivation, and moral character. Kaptein (2023) describes employee ethicality as the extent to which employees align their behavior with the ethical norms and values of their organization. He argues that ethical behavior is shaped by the clarity of ethical standards, the consistency of enforcement, and the perceived ethical climate. Schminke, Arnaud, and Kuenzi (2024) define employee ethicality as the degree to which employees act in accordance with ethical principles and organizational values. They highlight the role of ethical leadership and organizational policies in fostering ethical behavior among employees.

Akinboade and Olatunji (2022) define employee ethicality in Nigeria as the degree to which employees uphold moral principles and organizational standards amidst prevalent socio-

economic challenges. They emphasize that ethical behavior in the Nigerian context is significantly influenced by the level of corruption and socio-cultural norms. Obi and Nwankwo (2023) describe employee ethicality as the adherence to ethical norms and integrity in the workplace, influenced by organizational ethics programs and the broader socio-political environment. They note that the effectiveness of ethical behavior often varies due to differing levels of ethical training and enforcement. Ojo and Ojo (2024) define employee ethicality as the alignment of employee behavior with ethical standards set by the organization, taking into account the challenges posed by a fluctuating economic environment and governance issues. They highlight that ethical conduct is often a reflection of both individual values and institutional support. Adesina and Akinlabi (2024) view employee ethicality as the practice of ethical principles within the workplace, influenced by both individual and collective organizational values. They emphasize the importance of leadership in setting a precedent for ethical behavior amidst a challenging regulatory environment.

Brown and Mitchell (2024) conceptualize employee ethicality as the degree to which employees engage in behaviors that are consistent with ethical standards and organizational norms. They emphasize that ethical behavior is influenced by individual moral reasoning and the organizational ethical climate. Gonzalez and Davis (2023) define employee ethicality as the extent to which employees align their actions with organizational values and moral principles. They stress that employee ethicality is crucial for fostering a positive organizational culture and preventing unethical practices. Kaptein (2022) describes employee ethicality as the behavior of employees that reflects adherence to both formal ethical codes and informal ethical norms within the organization. He highlights that employee ethicality is critical for organizational integrity and the prevention of misconduct. Schminke and Bedeian (2023) define employee ethicality as the manifestation of ethical

decision-making and behavior that aligns with the moral expectations and values of the organization. They point out that employee ethicality is influenced by both individual and organizational factors, including ethical training and leadership.

Adeniji and Osibanjo (2022) define employee ethicality in organizations as the adherence to moral principles and organizational norms by employees, influenced by both personal values and the ethical climate of the organization. They argue that ethical behavior is significantly affected by the integration of ethical standards into organizational culture and the impact of external regulatory frameworks. Ezeani and Ojukwu (2021) describe employee ethicality as the alignment of employees' behavior with both personal ethical standards and the ethical expectations set by their organization. They highlight that in Nigeria, this alignment is often challenged by socio-economic factors and inconsistent enforcement of ethical guidelines.

Ogunyemi and Adesina (2020) define employee ethicality in the Nigerian context as the consistency of employees' actions with established ethical norms and values, considering the challenges posed by the local business environment. They emphasize that ethicality involves both personal integrity and the ability to navigate external pressures and organizational practices. Nwagbara and Omodia (2019) define employee ethicality as the degree to which employees' behaviors reflect ethical principles in a Nigerian business context. They note that ethicality is influenced by personal morals, organizational culture, and the broader socio-economic environment, which can affect employees' adherence to ethical practices. Ogunlana and Ojo (2023) describe employee ethicality as the degree to which employees' actions are in accordance with both their personal ethical beliefs and the ethical norms promoted by their organization.

### ***Employee Integrity***

Brown and Mitchell (2024) conceptualize employee integrity as the adherence to moral and ethical principles in the workplace, involving a commitment

to honesty, fairness, and consistency in one's actions and decisions. They argue that integrity is crucial for fostering a culture of ethical behavior and trust. Liu and Wang (2023) define employee integrity as the alignment of an employee's actions with organizational values and ethical standards, characterized by honesty, consistency, and transparency in professional conduct. They emphasize that integrity is essential for maintaining trust and ethical behavior within the workplace. Kaptein (2022) describes employee integrity as the degree to which employees act in accordance with ethical principles and organizational values, demonstrating honesty, responsibility, and accountability in their roles. He highlights that integrity is fundamental for building a strong ethical foundation within organizations. Schminke and Bedeian (2023) define employee integrity as the consistency of an employee's actions with ethical standards and organizational norms. They stress that integrity involves maintaining honesty, reliability, and adherence to ethical principles in all aspects of professional behavior.

Baker and McKenzie (2022:45) define employee integrity as "the adherence to ethical principles and the demonstration of honesty and fairness in all workplace interactions and decisions". Furthermore, they noted the importance of consistency between personal values and professional behavior. According to Chen and Wang (2023:210), employee integrity involves "a commitment to ethical conduct that includes transparency, accountability, and adherence to organizational values and norms". Davis and Reed (2021:98) describe employee integrity as "the alignment of an individual's behavior with ethical standards and organizational values, ensuring consistency and reliability in their role within the company". Greenwood and Gowan (2024:75) define employee integrity as "the quality of being honest and having strong moral principles, which influences how employees make decisions and interact with others in the workplace". Nelson and Thompson (2023:159) define employee integrity as

"the extent to which employees uphold ethical standards and organizational policies, demonstrating trustworthiness and reliability in their job performance".

Adeyemi and Bamidele (2022:88) define employee integrity as "the consistent demonstration of ethical behavior, adherence to organizational norms, and transparency in all professional activities, essential for fostering trust and ensuring compliance in workplaces". Bello (2023:123) describes employee integrity as "the alignment of personal ethical values with organizational standards, resulting in honest, transparent, and accountable behavior in corporate environments". According to Ibrahim and Musa (2021:97), employee integrity is "the practice of upholding ethical principles and organizational policies, demonstrating honesty and trustworthiness in interactions and decision-making processes within organizations". Olaniyan and Adejumo (2024:72) define employee integrity as "a commitment to ethical standards, characterized by transparency, accountability, and adherence to organizational values, crucial for building a trustworthy and reliable workforce ". Suleiman and Yusuff (2022:84) describe employee integrity as "the practice of ethical behavior and adherence to organizational codes of conduct, ensuring that employees act honestly and maintain professional standards in business settings".

### ***Employee Moral Courage***

Adedeji and Oyebanji (2023:115) define employee moral courage as "the willingness to stand up for ethical principles and confront wrongdoing or injustice, despite potential personal risks or organizational backlash, within corporate settings". According to Chukwu and Nwachukwu (2024:92), employee moral courage is "the capacity to act in accordance with one's ethical convictions, even in the face of opposition or personal risk, crucial for fostering a culture of accountability and ethical behavior in workplaces". Jiboku and Ogundipe (2022:78) describe employee moral courage as "the strength to uphold ethical standards and challenge unethical practices despite facing significant risks or



resistance, pivotal for maintaining organizational ethics in firms". Musa and Bello (2021:103) define employee moral courage as "the ability to act according to ethical beliefs and challenge unethical practices within the organization, even when facing personal or professional risks, essential for fostering ethical conduct in businesses". Ogunleye and Akinbode (2024:67) describe employee moral courage as "the resolve to uphold ethical values and confront unethical behavior, despite facing potential adverse consequences, which is crucial for promoting ethical standards and accountability in enterprises".

Balthazard, Cooke, and Potter (2022:178) define employee moral courage as "the commitment to act according to one's ethical beliefs and values in the face of opposition or risk, striving to uphold moral standards even when confronted with personal or professional challenges". Burton and Barrett (2023:152) describe employee moral courage as "the ability to confront and address unethical behaviors or practices within an organization, despite facing significant personal or professional risks, and acting in alignment with core ethical principles". Klein and McNulty (2021:89) define employee moral courage as "the readiness to uphold one's moral values and confront unethical situations or behavior, even when such actions could lead to personal or professional repercussions". According to McAllister and Voss (2024:115), employee moral courage is "the fortitude to stand up for ethical principles and challenge wrongdoing within the organization, despite facing potential backlash or personal cost". Smith and Jones (2022:102) describe employee moral courage as "the proactive stance of maintaining ethical standards and confronting unethical practices within the organization, even when such actions might pose personal or career risks".

Hannah, Woolfolk, and Lord (2009:892) define moral courage as the "willingness to act in accordance with one's moral beliefs and values, despite the presence of personal risk or adverse

consequences". Johnson (2020:77) describes employee moral courage as "the ability of individuals to confront ethical challenges and take action that aligns with their core values, even when such actions may involve significant personal or professional sacrifice". Miller (2018:42) defines moral courage as "the willingness to take a stand on ethical issues, even in the face of adverse consequences or challenges, demonstrating integrity and commitment to one's ethical standards". Porter (2019:54) defines employee moral courage as "the proactive stance of upholding ethical standards and values despite facing potential conflicts or personal risks, embodying a commitment to integrity". Moral courage is "a critical quality that enables employees to resist unethical practices, promote justice, and act according to their moral principles, despite potential repercussions" (Labrague, McEnroe-Petite, Leocadio, Van Bogaert, & Cummings, 2017, 200).

Adewale and Akinbode (2021:305) describe moral courage as "the ability of employees to act according to their ethical values and principles, even when faced with significant risks or pressures in the work environment". Ezeani and Okeke (2022:89) define employee moral courage as "the commitment to uphold ethical standards and confront unethical practices in the workplace, even when such actions may lead to personal or professional disadvantages". According to Udo and Nkwocha (2023:120), moral courage in employees involves "taking principled stands on ethical issues and maintaining integrity despite potential threats or challenges inherent in the local business environment". Chukwu and Obi (2020:70) describe moral courage as "the capacity to act in accordance with one's ethical convictions in the face of adversity or opposition, particularly within the organizational context where corruption and unethical behavior may be prevalent" (p. 70). Obioma and Ijeoma (2021:145) define employee moral courage as "the proactive willingness to uphold ethical standards and challenge unethical

practices within the workplace, often facing significant personal or professional risks".

Akinboade and Olufemi (2023) define employee moral courage as the willingness to confront and challenge unethical practices within the organization, even at personal risk. They emphasize the role of individual values and ethical principles in motivating such behavior. Adamu and Aliyu (2022) describe employee moral courage as the ability to uphold ethical standards and take a stand against wrongdoing, even when it involves significant personal or professional risks. They highlight its importance in the context of public sector organizations in Nigeria. Okoye and Chukwuma (2024) conceptualize employee moral courage as the capacity to act in accordance with one's ethical beliefs and values, even in the face of organizational pressure or potential negative consequences. They argue that such courage is crucial for maintaining organizational integrity. Ibrahim and Waziri (2021) define employee moral courage as the proactive stance taken by individuals to address and oppose corrupt practices within their organizations, despite potential personal risks or career setbacks.

### ***Employee Ethical Decision-Making***

Jones and Roberts (2023) define employee ethical decision-making as the process through which employees evaluate and choose among alternatives in a manner consistent with their ethical values and organizational norms. They emphasize the role of ethical reasoning and the impact of organizational culture on decision-making. Smith and Ahmad (2022) describe employee ethical decision-making as the cognitive process by which employees assess the ethical implications of their choices and actions, considering both personal and organizational values, and they argue that organizational culture significantly influences this process. Kumar and Patil (2024) define employee ethical decision-making as the process wherein employees identify, analyze, and choose among alternatives that align with ethical principles, while navigating the complex influences of both personal morals and organizational expectations. Nguyen and Williams

(2021) conceptualize employee ethical decision-making as a framework where employees make choices based on ethical guidelines and personal values, while also considering the socio-economic and cultural context of their environment.

Schwartz (2018) defines employee ethical decision-making as the process by which employees assess and choose among alternatives in a manner consistent with ethical principles and organizational values. He noted that this process involves both personal moral standards and the ethical climate of the organization. Treviño and Nelson (2021) describe employee ethical decision-making as a multi-stage process that includes recognizing an ethical issue, making a judgment about the right course of action, and then acting in accordance with that judgment. They stress the role of both individual moral reasoning and the influence of organizational culture in this process. Jones (2019) views ethical decision-making as a process influenced by the perceived ethical intensity of a situation. He argues that employees' decisions are shaped by their assessments of the potential harm or benefit to stakeholders and their own moral principles. Rest (2020) defines ethical decision-making as a cognitive process involving moral sensitivity, moral judgment, moral motivation, and moral character. He suggests that ethical decision-making is not only about recognizing ethical issues but also involves a commitment to act upon one's moral judgments. Beu and Buckley (2019) describe ethical decision-making as an integrative process that combines personal ethical beliefs with situational factors. They highlight the role of individual values, perceived organizational norms, and the potential consequences of decisions in shaping ethical behavior.

Ogunlana and Ojo (2023) define employee ethical decision-making as a process influenced significantly by both individual ethical values and the socio-cultural context of Nigerian society. They highlight the role of traditional values and norms in shaping ethical behavior in the Nigerian workplace. Adeniji and Osibanjo (2022) explore employee

ethical decision-making within firms, emphasizing that it is guided by a complex interplay of personal integrity, organizational ethics programs, and the pervasive impact of local business practices and regulatory environments. They stress the importance of embedding ethical standards into corporate culture to enhance decision-making. Ezeani and Ojukwu (2021) describe ethical decision-making as influenced by a blend of individual moral judgment and the ethical climate within Nigerian organizations. They argue that while personal values are crucial, the lack of robust ethical frameworks in many organizations affects the consistency of ethical decisions. Ogunyemi and Adesina (2020) define employee ethical decision-making as a process characterized by both the ethical standards promoted by the organization and the broader socio-economic challenges faced by employees. They emphasize that ethical decisions are often made under the constraints of limited resources and institutional pressures. Nwagbara and Omodia (2019) argue that ethical decision-making in organizations is shaped by both personal ethics and the external pressures from industry norms and government regulations. They point out that ethical behavior often requires navigating between personal beliefs and external expectations.

#### ***Employee Adherence to Organisational Values***

Meyer and Herscovitch (2021:13) define “employee adherence to organizational values as the extent to which employees align their behaviors and attitudes with the core principles and beliefs endorsed by their organization”. O'Reilly and Chatman (2022:9) describe “employee adherence to organizational values as the degree to which employees internalize and reflect the organization's core values in their daily work activities”. Schwartz (2023:19) views “employee adherence to organizational values as the alignment between an individual’s personal values and the values promoted by the organization”. Furthermore, they emphasized that employee adherence to organizational values fosters a cohesive work environment and strengthens organizational commitment. Wang and

Wang (2024:9) conceptualize “employee adherence to organizational values as the behavioral manifestation of internalized organizational principles”. They argue that such adherence leads to increased organizational loyalty and enhances overall employee engagement and performance.

Akinyele and Akinyele (2022:9) define “employee adherence to organizational values in the Nigerian context as the degree to which employees' actions and decisions align with the foundational principles and ethical standards promoted by the organization”. They highlight that this alignment is critical for organizational stability and effectiveness in the Nigerian business environment. Eze and Chukwuma (2023) conceptualize employee adherence to organizational values as the integration of personal and organizational values within the Nigerian corporate setting. They argue that this integration fosters ethical behavior and enhances overall organizational performance and employee satisfaction. Obinna and Nwankwo (2024) describe employee adherence to organizational values in Nigeria as the extent to which employees' behaviors and attitudes reflect the core values espoused by their organization. They emphasize the importance of such adherence for fostering a positive organizational culture and achieving business objectives in the Nigerian context. Udechukwu and Okoro (2024) define employee adherence to organizational values as the alignment of employees' personal values with the ethical standards and cultural norms promoted by their organization in Nigeria. They argue that this alignment is crucial for enhancing employee commitment and organizational success.

Iwu, Okeke, and Ugwu (2022:7) define “employee adherence to organizational values as the alignment of employees' behaviors, attitudes, and decisions with the core principles and ethical standards set by the organization”. Furthermore, they maintained that this adherence is crucial for achieving organizational objectives and maintaining a positive organizational culture. According to Ojo and Ojo (2021), employee adherence to organizational

values involves a commitment to uphold the organization's ethical standards and cultural norms. This commitment is reflected in employees' daily actions and decisions that align with the organization's vision, mission, and values. Akintoye and Akinbode (2023) describe employee adherence to organizational values as the extent to which employees integrate the organization's core values into their personal work ethics and behaviors. This adherence ensures that employees act consistently with organizational expectations and contributes to organizational integrity and effectiveness. Olowokure, Adebayo, and Adeleke (2022:17) define "employee adherence to organizational values as the process by which employees internalize and manifest the core values of their organization in their work practices, decision-making processes, and interpersonal interactions".

Yusuf and Yusuf (2023) explain that employee adherence to organizational values involves a conscious and consistent effort by employees to reflect the organization's values in their work behavior and decision-making processes, thus contributing to organizational cohesion and success. Kumar and Singh (2023) define employee adherence to organizational values as the degree to which employees consistently align their behavior, decision-making, and work practices with the core ethical principles and mission of the organization. This alignment supports organizational integrity and drives performance. Osei-Tutu and Amankwah (2022) describe employee adherence to organizational values as the commitment to integrating the organization's core values into daily work routines and interactions, and it is essential for fostering a strong organizational culture and achieving strategic goals.

Chukwu and Eze (2021) define employee adherence to organizational values as the extent to which employees' actions and attitudes reflect the organization's stated values and ethical standards, which in turn enhances organizational effectiveness and employee morale. Alabi and Sulaimon (2023) explain that employee adherence to organizational

values involves employees consistently reflecting and applying the organization's fundamental values in their work-related decisions and interactions, thereby contributing to organizational success and cohesion. Adewale and Akinbode (2022:10) characterize "employee adherence to organizational values as the alignment of employees' personal values and behaviors with the organization's core values, which facilitates a shared understanding and commitment to achieving organizational goals".

### **Supervisor-Subordinate Relationship and Employee Ethicality**

Choi and Lee (2022) find that positive supervisor-subordinate relationships significantly enhance employee ethical behavior. Their study indicates that supportive supervisors who provide ethical guidance and foster trust contribute to higher levels of ethical decision-making among employees. According to Kang and Kim (2023), a strong supervisor-subordinate relationship positively affects employee ethicality by promoting a culture of ethical awareness and accountability. Their research highlights that supervisors who model ethical behavior and communicate ethical standards effectively help employees navigate ethical dilemmas. Nguyen and Nguyen (2021) emphasize that the quality of supervisor-subordinate interactions directly impacts employee ethical behavior. Their study shows that supervisors who engage in open communication and demonstrate ethical behavior themselves are more likely to influence their subordinates to act ethically. Wang and Zhang (2023) explore how supervisor-subordinate relationships affect employee ethicality, finding that a high-quality relationship characterized by mutual respect and support enhances employees' ethical behavior. Their study also suggests that this effect is mediated by employees' perceptions of ethical climate.

Li and Liu (2022) argue that supervisor-subordinate relationships play a critical role in shaping employee ethical behavior. They found that supervisors who engage in mentoring and provide ethical guidance

positively influence their subordinates' ethical decision-making. Ige and Oluwatoyin (2023) explore how positive supervisor-subordinate relationships can enhance employee ethical behavior in Nigerian organizations. Their findings suggest that supportive supervisors who model ethical behavior and offer guidance contribute significantly to fostering ethicality among their subordinates. According to Akinwale and Ojo (2022), the quality of supervisor-subordinate relationships in Nigeria significantly impacts employee ethical behavior. They highlight that trust and open communication between supervisors and subordinates are crucial for promoting ethical practices within organizations. Eze and Nwachukwu (2021) discuss how supervisor-subordinate relationships influence employee ethical behavior in Nigeria, emphasizing the importance of ethical leadership and mentorship. They find that supervisors who engage in ethical leadership and maintain a supportive relationship significantly enhance their subordinates' ethical conduct. Ademola and Adebayo (2023) find that strong, positive supervisor-subordinate relationships are associated with higher levels of ethical behavior among employees in Nigeria. Their study underscores the role of ethical guidance and supportive leadership in promoting ethical practices in the workplace.

Olalekan and Ogunleye (2022) examine how supervisor-subordinate interactions affect employee ethical behavior in companies. They identify that effective communication and ethical modeling by supervisors enhance ethical behavior among employees. Babalola and Adedokun (2023) examines how supervisor-subordinate relationships affect ethical behavior in Nigerian organizations, highlighting the importance of relational dynamics in ethical decision-making. They noted that fair and just treatment by supervisors enhances employees' ethical behavior. They further argued that when employees believe that their supervisors are fair in their decisions and interactions, they are more likely to act ethically and feel supported in reporting unethical conduct. Trust in supervisors and open

lines of communication contribute to a stronger ethical orientation among employees (Akinlabi & Alabi, 2024). Furthermore, they argued that when employees trust their supervisors, they are more likely to engage in ethical behavior and report unethical practices.

Chen and Zhang (2024) explore how supervisor feedback influences ethical decision-making processes, highlighting that consistent and fair feedback contributes to improved ethical choices among employees. Schminke, Arnaud, and Kuenzi (2023) review the literature on how supervisors influence the ethical climate and, consequently, employee ethical behavior. They argue that supervisors are crucial in setting ethical standards and reinforcing organizational values. Graham and O'Neill (2022) provide a meta-analysis demonstrating that high-quality LMX relationships are associated with increased employee ethical behavior, suggesting that trust and communication foster ethical conduct. Brown and Treviño (2023) find that ethical leadership, a key component of the supervisor-subordinate relationship, positively influences employees' ethical behavior through role modeling and reinforcement of ethical norms.

Ogbonna and Harris (2023) explore how ethical leadership affects employee ethical behavior in Nigerian organizations. They find that supervisors who exhibit ethical behavior and adopt supportive leadership styles positively influence the ethical conduct of their subordinates. Akinbode and Akinbode (2024) investigate how Nigerian cultural values impact ethical behavior in the workplace and the role of supervisory support. They highlight that supervisors who align with cultural values and provide ethical guidance contribute to higher ethical standards among employees. Ojo and Kumi (2023) analyze the relationship between LMX quality and ethical behavior in Nigerian firms. Their study shows that positive LMX relationships lead to enhanced ethical behavior, moderated by factors such as job satisfaction and organizational commitment. Oluwaseun and Ahmed (2024) explore how supervisor feedback impacts ethical

decision-making in Nigerian organizations. They find that effective feedback mechanisms promote ethical behavior by providing clarity and reinforcement of ethical standards.

### METHODOLOGY

In this study, the cross-sectional research design was adopted. Cross-sectional research design “is an observational research method where data is collected from a population, or a representative subset, at a single point in time. The population cut across employees from foods and beverages manufacturing companies in Rivers State. The term population “refers to the entire group of individuals or elements that a study aims to understand or make inferences about, and it represents all subjects that meet the specific criteria defined by the research question” (Creswell & Creswell, 2023, 10). It will include employees of all cadre from the stated industry. The criteria for this selection of the company is company presence in Port Harcourt, with a production facility here in Port Harcourt.

Another criterion is that the organization must have a good number of workforce, which must be above one hundred (100).

The study was limited to only eight foods and beverages manufacturing companies in Port Harcourt. The purposive sampling technique was adopted for this study. “Purposive sampling is a non-probability sampling technique where researchers select participants based on specific characteristics or qualities that align with the research objectives (Singleto, Straits & Straits, 2024, 17). This technique is often adopted “when the researcher needs to focus on a particular group with certain attributes, making it useful for in-depth studies where the sample needs to be representative of a particular population segment” (Bryman, 2023, 8). From the eight companies, the researcher purposively selected twenty-five (25) employees from each company. This amounted to a population and sample size of two hundred (200) respondents.

**Table 1: The population distribution**

Names Of Companies	Population
International Breweries (Pabod Breweries)	25
Royal Salt (Producers of Mr. Chef)	25
Port Harcourt Flour Mills Limited	25
Dufil Prima Foods Ltd. (Makers of Indomie noodles)	25
Olam Nigeria	25
Bua Group	25
Nigerian Bottling Company (Makers of Coca Cola)	25
NASCON Allied Industries Ltd.	25
	<b>200</b>

**Source: Field Data, 2024.**

The research obtained its data only from the primary source. The primary source of data for this study was gathered and the research questionnaire. Simple and direct questions were used throughout the questionnaire, and complicated ones were avoided. The 5-point Likert scale is used to quantify the study's variables, including the predictor and criterion variables (5 being very high, 4 being high, 3 being moderate, 2 being low, and 1 being extremely low). The 5-point Likert scale allows for nuanced

responses without overcomplicating the survey, thus improving response rates and data quality (Lee & Adams, 2024).

The criterion variable, which is employee ethicality was operationalized in employee integrity, ethical decision-making, moral courage and employee adherence to organizational values were measured against the predictor variable, which is supervisor-subordinate relationship. These variables had a total of 25 items. Data collected was coded, keyed

in the computer and analyzed with the aid of Statistical Package for Social Sciences (SPSS), version 25. The Kendall tau-b Correlation was the adopted inferential statistics which was used to test the formulated hypotheses. The “Kendall tau-b statistic is robust and reliable even with smaller sample sizes, which is advantageous in management research where sample sizes can vary significantly” (Smith & Zhang, 2024, 15).

## ANALYSIS AND DISCUSSIONS

**Decision rule:** “The decision rule which applies for all bivariate test outcomes is stated as follows: where  $P < 0.05$ , reject hypothesis on the basis of evidence significant relationship; and where  $P > 0.05$ , accept hypothesis on the basis of insignificant relationship between the variables” (Ahaiauzu & Asawo, 2016, 32). “The extent of influence is on this basis assessed using the Kendall tau-b value interpretations provided” by Ahaiauzu and Asawo (2016:56):

**Table 2: Description on Range of correlation Kendall tau-b values and the corresponding level of association**

Range of Tau-b value with positive and negative sign values	Strength of Association
± 0.80 – 0.99	Very Strong
± 0.60 – 0.79	Strong
± 0.40 – 0.59	Moderate
± 0.20 – 0.39	Weak
± 0.00 – 0.19	Very Weak

**Source:** Adopted from Ahaiauzu & Asawo, 2016, *Advance Social Research Methods*

The values of tau-b with a positive (+) sign indicate a positive link, whereas those with a negative (-) sign suggest an indirect/negative or inverse relationship. The direction of association between the two variables is thus explained by the sign of the Tau-b value. The aforementioned table serves

as our yardstick for assessing the degree of correlation between the dimensions' and measures' understudied variables. These relationships range from very weak to very strong as seen from the table 2.

**Table 3: Table showing correlation between supervisor-subordinate relationship and the measures of employee ethicality.**

		SSR	EI	EDM	EMC	EAOV	
Kendall's tau_b	SSR	Correlation Coefficient	1.000	.812**	.621**	.657**	.647**
		Sig. (2-tailed)	.	.000	.000	.000	.000
		N	200	200	200	200	200
EI		Correlation Coefficient	.812**	1.000	.743**	.836**	.873**
		Sig. (2-tailed)	.000	.	.000	.000	.000
		N	200	200	200	200	200
EDM		Correlation Coefficient	.621**	.743**	1.000	.648**	.703**
		Sig. (2-tailed)	.000	.000	.	.000	.000
		N	200	200	200	200	200
EMC		Correlation Coefficient	.657**	.836**	.648**	1.000	.809**
		Sig. (2-tailed)	.000	.000	.000	.	.000
		N	200	200	200	200	200
EAOV		Correlation Coefficient	.647**	.873**	.703**	.809**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.
		N	200	200	200	200	200

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

Source: Research Data, 2024

**Ho<sub>1</sub>:** There is no significant relationship between supervisor-subordinate relationship (SSR) and the integrity of employees (EI) in foods and beverages manufacturing companies in Rivers State.

With a tau-b value of 0.812, table 3 demonstrates a significant and positively very high correlation between supervisor-subordinate relationship and the integrity of employees in foods and beverages manufacturing companies in Rivers State. The positive sign suggests that the correlation between the two variables is direct, and the very high value indicates a very strong direct relationship. As observed from the output, it implies that a better supervisor-subordinate relationship in the workplace improves the level of employees' maintenance of integrity. However, the null hypothesis is rejected and its alternative form accepted because the probability statistics indicates a value of 0.000, which is less than 0.05, at the 95% confidence interval for which the SPSS output were done. According to this, " supervisor-subordinate relationship and the integrity of employees in foods and beverages manufacturing companies in Rivers State" are strongly and directly related.

**Ho<sub>2</sub>:** There is no significant relationship between supervisor-subordinate relationship (SSR) and the moral courage of employees (EMC) in foods and beverages manufacturing companies in Rivers State.

With a tau-b value of 0.657, it implies a significant and positively high association between supervisor-subordinate relationship and the moral courage of employees in foods and beverages manufacturing companies in Rivers State. This suggests that the correlation between the two variables is directly strong. This means that supervisor-subordinate relationship in foods and beverages manufacturing companies in Rivers State increases the level of employee moral courage. However, the null hypothesis is rejected and its alternative form accepted because the probability statistics indicates a value of 0.000, which is less than 0.05, at the 95% confidence interval for which the SPSS analysis were

done. According to this, " supervisor-subordinate relationship and the moral courage of employees in foods and beverages manufacturing companies in Rivers State" are strongly and directly related.

**Ho<sub>3</sub>:** There is no significant relationship between supervisor-subordinate relationship (SSR) and ethical decision-making (EDM) of employees in foods and beverages manufacturing companies in Rivers State.

With a tau-b value of 0.621, there is a significant and positively high correlation between supervisor-subordinate relationship and ethical decision-making of employees in foods and beverages manufacturing companies in Rivers State. This positive sign suggests that the correlation between the two variables is positively strong. It implies that supervisor-subordinate relationship can be manipulated to enhance employee ethical decision-making. Following the result output, the null hypothesis is rejected and its alternative form accepted as the probability statistics indicates a value of 0.000, which is less than 0.05, at the 95% confidence interval for which the SPSS calculations were done. According to this, " supervisor-subordinate relationship and ethical decision-making of employees in foods and beverages manufacturing companies in Rivers State" is strongly and directly related.

**Ho<sub>4</sub>:** There is no significant relationship between supervisor-subordinate relationship (SSR) and employee adherence to organisational values (EAOV) in foods and beverages manufacturing companies in Rivers State.

With a tau-b value of 0.647, there is a significant and positively high correlation between supervisor-subordinate relationship and employee adherence to organisational values in foods and beverages manufacturing companies in Rivers State. This positive sign suggests that the correlation between the two variables is strongly direct. This implies that employees that enjoys good relationship with their supervisors are likely to adhere to organizational values. Following the result output, the null



hypothesis is rejected and its alternative form accepted as the probability statistics indicates a value of 0.000, which is less than 0.05, at the 95% confidence interval for which the SPSS calculations were done. According to this, "supervisor-subordinate relationship and employee adherence to organisational values in foods and beverages manufacturing companies in Rivers State" are strongly and directly related.

## Discussion of Findings

### ***Relationship between supervisor-subordinate relationship and employee integrity.***

The quality of the supervisor-subordinate relationship, characterized by mutual trust and respect, contributes to a positive ethical climate within the organization. This climate, in turn, enhances employee integrity as employees are more likely to align their behavior with organizational values when they feel supported by their supervisors (Roe & Bies, 2023). Supervisor fairness is a critical factor in influencing employee integrity. Fair and transparent decision-making by supervisors promotes a sense of justice among employees, which is positively associated with their ethical behavior and integrity (Gong & Wang, 2024). High-quality leader-member exchange (LMX) relationships, characterized by high levels of support, trust, and communication, are associated with higher levels of employee integrity. Employees in high-LMX relationships are more likely to adhere to ethical standards and exhibit integrity due to the positive and supportive interactions with their supervisors (Erdogan & Bauer, 2023). Constructive feedback from supervisors is positively related to employee integrity. Regular and honest feedback helps employees understand expectations and improve their ethical behavior, fostering a culture of integrity within the organization (Kim & Lee, 2024).

In Nigeria, cultural norms and expectations significantly influence supervisor-subordinate relationships. The hierarchical nature of Nigerian organizations often impacts how integrity is perceived and enacted. High power distance and

respect for authority can affect how employees respond to supervisory actions and ethical guidance (Adegboye & Dada, 2023). When supervisors provide clear ethical guidance and support, employees are more likely to exhibit high levels of integrity. Trust in supervisors plays a vital role in aligning employee behavior with organizational values (Ibrahim & Ajayi, 2024). Perceptions of fairness in decision-making and treatment by supervisors are positively related to employee integrity in Nigerian workplaces. This fairness helps in reducing ethical conflicts and promoting integrity among employees (Ojo & Olaniyan, 2024). Transformational leadership, which emphasizes ethical behavior and inspires employees, has been found to positively impact employee integrity in Nigeria. Supervisors who adopt transformational leadership styles are more effective in promoting ethical behavior and enhancing integrity among their subordinates (Akintoye & Fadeyibi, 2023). A supportive and ethical organizational culture can reinforce the positive effects of supervisory relationships on employee integrity (Nwankwo & Eze, 2024). Thus, this research infers that supervisor-subordinate relationship enhances employee integrity in foods and beverages manufacturing companies in Rivers State.

### ***Relationship between supervisor-subordinate relationship and employee moral courage.***

Transformational leadership, characterized by a focus on ethics and employee development, is positively correlated with higher levels of moral courage among employees (Afolabi, 2022). A supportive organizational culture that values ethical behavior enhances employees' willingness to engage in moral courage (Ibrahim & Tunde, 2023). Perceived supervisor support is crucial for fostering an environment where employees feel empowered to speak up about ethical issues (Adeyemi & Adebayo, 2024). Research suggests that employees are more likely to exhibit moral courage when they perceive support from their supervisors and feel that ethical behavior is valued in the workplace (Jablin & Sias, 2021). A positive supervisor-

subordinate relationship often correlates with enhanced employee morale and ethical behavior. Supervisors who foster supportive, respectful, and communicative relationships can create an environment where employees feel safer to express moral concerns and act courageously (Eisenberger et al., 2021). Therefore, this research infers that supervisor-subordinate relationship is a prerequisite for employees' display of moral courage.

#### ***Relationship between supervisor-subordinate relationship and employee ethical decision-making.***

A supportive supervisor creates a safe space for employees to discuss ethical dilemmas, which can enhance their moral reasoning (Gelfand, & McGonagle, 2023). Supervisor ethical leadership is a crucial factor influencing subordinate ethical behavior. Studies have shown that supervisors who model ethical behavior and set high ethical standards positively influence their subordinates' ethical decision-making (Brown, & Treviño, 2022). Trust between supervisors and subordinates plays a significant role in ethical decision-making. Effective communication and mutual trust are associated with higher levels of ethical behavior, as employees feel more secure in making ethical choices when they trust their supervisors (Johnson, & Lee, 2023). On the other hand, supervisors who exert undue pressure or engage in unethical practices can lead to increased ethical conflicts among subordinates. When employees perceive their supervisors as unethical or overly demanding, they are more likely to justify unethical behavior (Chen, & Wang, 2023).

Supervisor support is crucial in shaping employees' ethical behavior. Studies show that when supervisors provide guidance and show concern for employees' well-being, it enhances ethical decision-making. This support is particularly significant in Nigerian organizations where hierarchical and paternalistic management styles are common (Afolabi, & Akinbobola, 2023). Positive interactions between supervisors and subordinates, coupled with a strong ethical culture, lead to better ethical

decision-making (Nwachukwu, & Emeka, 2023). Supervisors who adhere to high ethical standards and communicate these standards effectively contribute to a stronger ethical climate and better ethical decision-making among employees (Ibrahim, & Olowokere, 2023). Thus, this research infers that supervisor-subordinate relationship promotes employee's ethical decision-making.

#### ***Relationship between supervisor-subordinate relationship and employee adherence to organizational values.***

Supervisors who act as role models by embodying organizational values themselves are more likely to influence their subordinates to adhere to those values. Studies show that when supervisors demonstrate consistent alignment with organizational values, employees are more likely to adopt and maintain those values (Kim & Lee, 2023). A positive ethical climate, fostered by supervisors who model ethical behavior and integrate organizational values into daily practices, enhances value adherence among employees (Zhang, & Liu, 2023). Supervisors who communicate organizational values clearly and build trusting relationships with employees create an environment where adherence to these values is more likely (Davis & Harp, 2023). Supervisors who exhibit transformational behaviors tend to foster a stronger commitment to organizational values among their subordinates, as they have the ability to align organizational goals with personal values (Morrison & Phelps, 2023).

Transformational supervisors who inspire and motivate employees create a stronger alignment with organizational values (Adams & Ekpe, 2023). Supervisors who maintain open communication and build trust encourage employees to align their behavior with organizational values (Oluwole & Ojo, 2023). Supervisors who model organizational values and create a supportive environment enhance value adherence (Nnamdi, & Chukwuma, 2023). Supervisors who exemplify organizational values significantly influence their subordinates' adherence to these values, as their role modeling is

a powerful tool for reinforcing organizational values among employees (Madu & Onyema, 2023). Thus, this research infers that supervisor-subordinate relationship increases employees' adherence to organizational values.

### CONCLUSION AND RECOMMENDATIONS

Following the findings on the relationship between supervisor-subordinate relationship and employee ethicality in foods and beverages manufacturing companies in Rivers State, Nigeria, it affirmed that supervisor-subordinate relationship substantially helps improve employee ethicality. This position was deduced from the observed correlation between supervisor-subordinate relationship and the measures of employee ethicality, and the various highpoints were reached;

- Supervisor-subordinate relationship is a booster for enhancing employee integrity in the foods and beverages companies in Rivers State.
- supervisor-subordinate relationship is a tool employed for encouraging employee's moral courage display as evident in foods and beverages manufacturing companies in Rivers State.
- Supervisor-subordinate relationship enhances employee's ethical decision-making in foods and beverages manufacturing companies in Rivers State.
- supervisor-subordinate relationship is needed in enhancing employees' adherence

to organizational values as seen from the understudied foods and beverages manufacturing companies in Rivers State.

Therefore, the study concludes that supervisor-subordinate relationship contributes to bringing enhanced employee ethicality in foods and beverages manufacturing companies in Rivers State.

The present study aimed to establish an empirical relationship between the supervisor-subordinate relationship and employee ethicality in foods and beverages manufacturing companies in Rivers State, Nigeria. Based on the findings and conclusions, the study recommends that foods and beverages manufacturing companies should;

- Improve effective communication through openness, trust building and set clear business goals as these will enhance employees' integrity.
- Encourage and support employee growth and development, and feedback and coaching as these strategies will increase employees' display of moral courage within the organisation.
- Establish effective conflict resolution channels, workers' empowerment and involvement as these will improve employee ethical decision-making processes.
- Be culturally sensitive and encourage team building as these will enhance employees' adherence to organizational values.

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