

## Ethical Practice and Organizational Performance of Selected Beverage Manufacturing Companies in Nigeria

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### Abstract

Ethics are considered crucial for the growth of every organization or business firm and is one of the most critical issue organizations or business firms face today. The main objective of the study is to ascertain the effect ethical practice and organizational performance of selected beverage manufacturing companies in Ogun State, Nigeria. The cross-sectional research design was adopted and data was collected through the use of a structured questionnaire. The population of the research study were derived from the top, middle and low-level management staffs. The primary source of data was used in gathering data for the research study. Linear regression analysis method was used to test the hypothesis through the Statistical package for Social Sciences (SPSS 25.0). Findings revealed that Ethical Practice (Accountability) has a positive and significant effect on Productivity of the Selected Beverage Manufacturing Companies in Ogun State, Nigeria ( $\beta = 0.264$ ,  $t = 5.113$ ,  $p < 0.05$ ); Ethical Practice (Corporate Social Responsibility) has a positive and significant effect on Profitability of the Selected Beverage Manufacturing Companies in Ogun State, Nigeria ( $\beta = 0.292$ ,  $t = 2.584$ ,  $p < 0.05$ ). Also, through research surveys of existing literatures, it concurred and further examined Unethical Practices and its negative impact on Organizational Performance. Based on the findings of this study and recommendations, the areas suggested for further studies were established.

**Keywords:** *Ethical Practice, Organizational Performance, Accountability, Productivity, Corporate Social Responsibility, Profitability.*

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### **Background of the Study**

Ethical behavior is a reflection process and a communal exercise that concerns the moral behavior of an individual based on an established and expressed standard of individual values (Bishop, 2013). Ethical behavior may enable workers to feel an alignment between their personal value and the values of the business. The feeling makes workplace ethics an integral part of fostering increased productivity and teamwork among employees (Suhonen, Stolt, Virtanen, and Leino-Kilpi, 2011). On that account for an organization to progress in the aspect of performance, it is howbeit important for such an organization to have a good understanding of ethics and take it seriously as this can hinder the competitive strength of the organization and the society at large. Morals springs virtually from every decision, thus organization stability and survival depend on the consistency of quality of ethical decision made by managers.

Managers are challenged and encouraged to have moral obligation on organizational performance and society at large, to support and assist the society to imbibe the ethical culture which is in the interest of everyone (Oladunni, 2002). Recently, most organizations have devised codes of ethics in tackling with ethical issues challenging them. Code of ethics as defined by the national institute of the management is a set of moral principle used by organization to direct conduct of the organization itself and the employee, in all their business activities, both internally and externally. According to Cole, (1996), he stated that codes are opposed to straightforward policy have advantage of providing explicit guidance on key moral issues that might arise during the course of organization activities. This study has been stimulated to observe ethical practice and its effects on organizational performance of selected beverage manufacturing company in Ogun State, Nigeria.

### **Statement of Problem**

The Nigerian society cares little about the source of wealth which have a tendency to make some of these business managers to question the importance of ethics in an organization. Nigeria had remained impoverished due to unethical practices by its political leaders assisted by organizational business leaders (Igbaekemen 2014). For example, the Nigerian government accused Halliburton of paying nearly \$180 million in bribes to its officials to secure projects; investigators, the Stock Exchange and the court in the United States of America found Halliburton guilty with convictions made. The Economic and Financial Crimes Commission (EFCC) in 2005 convicted Emmanuel Nwude and others for a \$242 million fraud case involving financial institutions in Nigeria and a bank in Brazil (Igbaekemen, Abbah, and Geidam, 2014; Nwankwo 2014). The general problem is the increasing numbers of reported culpability of organizations leaders in Nigeria in unethical practices despite having ethical leadership skills and knowledge. The specific problem is a lack of previous literature on organizational factors that encourage unethical practices by organizations leaders in Nigeria (Adisa, Abdulraheem, and Mordi, 2014; Ejere, 2013). Numerous food and beverages companies are faced with numerous challenges such as illicit and unethical practices in a number of business activities. These factors lead some people to believe that ethics can be based merely on personal opinions. Managers also experience problems in evaluating the effect of this critical practices on the performance of such organizations.

### **Objective of the Study**

The main Objective of this study is to establish the effect of ethical practice on organizational performance of selected beverage manufacturing companies in Ogun State, Nigeria. The specific of the objectives are to:

1. To examine the effects of accountability on organizational productivity.
2. To examine the effects of corporate social responsibility on organizational profitability.

### **Research Question**

This study will answer the following question in the bid of achieving the objectives:

1. Does Accountability have effect on an organization's productivity of selected beverage manufacturing companies in Ogun State, Nigeria?
2. Does corporate social responsibility have effect on an organization's profitability of selected beverage manufacturing companies in Ogun State, Nigeria?

### **Research Hypotheses**

This research uses a quantitative method with the following hypotheses, which states thus:

1.  $H_{01}$ : Accountability has no effect on an organization's productivity of selected beverage manufacturing companies in Ogun State, Nigeria.
2.  $H_{02}$ : Corporate social responsibility has no effect on an organization's profitability of selected beverage manufacturing companies in Ogun State, Nigeria.

### **Literature Review**

#### **Conceptual Review**

#### **Ethical Practices**

Ethical Practice is interchangeably known as Ethical Behavior. Ethical Practices are the conscious compliance with the standard of morality that guides an individual and business to follow certain norms of conduct when dealing with people within and outside the organization (Ononogbo, 2016). As such, unethical business practices usually reflect the values, attitudes, beliefs and behavior patterns of the organizational culture. According to Abiodun and Oyeniyi, (2014), business decisions and behavior may be judged ethical or unethical, depending on whether the decisions and actions promote or threaten the values and standards of individuals and the societies in which a business operates. However, ethical standards are not static ideals but dynamic patterns of human conduct. Ethical standards, therefore, reflect the end product of a process of defining and clarifying the nature and content of human interaction. The benefits of Ethical Practices enable competitive advantage to be attained as a business distinguishes itself from its competitors (Ahmad, 2009). In fact, businesses with high ethical codes of conduct and a commitment to enhancing integrity are not only profitable but more likely to succeed in a commercially competitive world (Hasnah, Ishak and Sobei, 2015).

Drucker described ethical behavior as a reflection process and a communal exercise that concerns the moral behavior of individuals based on an established and expressed standard of individual values (Bishop, 2013). The Merriam Webster dictionary defines accountability as

subject of having to report, explain or justify; answerable, responsible or liable to an act". Accountability can also be defined as the quality or state of being accountable that is an obligation or willingness to accept responsibility or to account for one's actions. It is the guiding principle that defines how employees makes commitments to one another, how they measure and report their wrong and how much ownership they take to things done. A key definition of accountability is 'a social relationship in which an actor feels an obligation to explain and to justify his or her conducts to some significant other' (Bovens, 2007). Accountability can also be defined differently based upon social, political, cultural and institutional conditions (Dubnick and Frederickson, 2011). To explain and to justify their conduct, public organizations release information about their actions to the public. Corporate Social Responsibility (CSR) "analyses economic, legal, moral social and physical aspects of environment" (Barnard, 1938). Although CSR has only recently risen to prominence as a serious discipline in management, contributing to society is not a totally new concept for firms.

### **Organizational Performance**

Rolloos, (1997) define organizational performance as concept of performance has gained increasing attention in recent decades, being pervasive in almost all spheres of the human activity. Performance is a subjective perception of reality, which explains the multitude of critical reflections on the concept and its measuring instruments. Thus, organizational performance is confounded with notions such as: productivity, efficiency, effectiveness, economy, earning capacity, profitability, competitiveness etc. For this reason, it is increasingly insisted on a clear and unambiguous definition of the concept of performance. Currently there are a variety of definitions attributed to the concept of performance due to its subjective nature. In the literature there are many articles or studies that define the concept of performance closely related to environmental factors. Didier, Noyé, (2002), believes that the performance consists in "achieving the goals that were given to you in convergence of enterprise orientations".

Productivity is a ratio to measure how well an organization converts input resources (labor, materials, machines, money) into goods and services (Tokarčíková, 2013). Dorgan, (1994), defines productivity as "the increased functional and organizational performance, including quality", and Rolloos, (1997) claims that "productivity is that which people can produce with the least effort". Nda and Fard, (2013), describe employee productivity as the measure of output per unit of input economically. Rohan and Madhumita, (2012) adopt a different view and see employee productivity as the log of net sales over total employees. Profitability is a core measure of the performance of a firm and it constitutes an essential aspect of its financial reporting. It reveals the firm's ability and capacity to generate earnings at a rate of sales, level of assets and stock of capital in a specific period of time (Margaretha and Supartika, 2016). Consequently, firms' profitability and modalities for improving it have generated serious debates in the literature and have remained topical in the field of economics, finance, accounting and management.

### **Theoretical Framework**

Teleological ethics is a theory of morality in which individuals' sense of duty comes from what is desirable as the goal to be achieved, with the morality of decisions being based on the consequences that come from actions rather than the actions themselves (Burnes and By, 2012). Within this context, two approaches to teleological ethics are hedonism and utilitarianism. Hedonism relies on pleasure as a basis for good, while utilitarianism relies on achieving the greatest good for the greatest number of people (Kanungo, 2001). It received its classical form in the hands of Jeremy Bentham (1748-1832), the founder of the British Utilitarian School of philosophy, James Mill (1773-1836), and his son John Stuart Mill (1806-1873). Later on, it took an intuitionist form (in wider sense) in Henry Sidgwick (1838-1900). This ethical approach aligned effectively with transactional leadership, which attempted to bring the satisfaction to the largest number of individuals in the organization (Abrhiem, 2012). This ethical approach is beneficial because it focused on the good of the group rather than the individual (Masten, 2012). This focus is important for organizations because of the need for individuals to work cooperatively for mutual organizational aims and objectives. Conversely, one potential drawback of this ethical approach is that it can be interpreted as the ends justifying the means (Masten, 2012).

In the context of ethical and unethical leadership, this can lead to leaders behaving unethically to accomplish specific organizational goals. For instance, an organization may engage in unethical business practices to improve financial outcomes. Within the context of teleological ethics, particularly from a utilitarian perspective, organizational leaders may focus on the financial outcomes of the business, such as sales records or production rates. This may be advantageous to achieve the financial and operational outcomes for the business but may overlook the needs of the employees in the process of achieving those outcomes. This Ethical Theory is criticized on many grounds. Critics of Bentham's utilitarianism have argued against the reduction of human action and morals to pure mathematics. Hence, Higgins in his work, *Man as Man in the Science and Art of Ethics* holds that motive and intention count in the assessment of any human action and it is not what we can arrive at though the use of mathematics since human beings are complex beings.

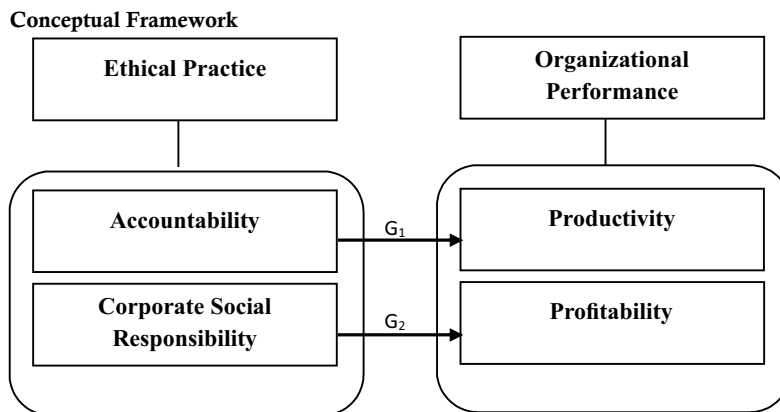
### **Empirical Review**

Han and Hong, (2016), conducted a study on the impact of accountability on organizational performance in the U.S. federal government. They specifically examined the association between the levels of organizational performance and accountability in three functions of human resource management (HRM)-staffing, performance evaluation, and compensation- as perceived by employees of public organizations. They further tested whether the level of autonomy perceived by the employees influences the association between accountability and performance. The findings suggest that the levels of accountability manifested in staffing, performance evaluation, and compensation all positively and significantly affect organizational performance. Moreover, employee autonomy tends to amplify the positive impact of accountability on performance in two HRM functions-staffing and compensation.

Osho and Afolabi, (2014), conducted a study to examine and ascertain the extent to which accountability, effectiveness and efficiency mechanism are being promoted and the problems that serve as hindrances to this in Ekiti State. All the data used were both the primary and secondary. Data were primarily gathered through questionnaires administered to the employees of the Nigerian Government Enterprises selected from ministries of Health, Education, Agriculture and Finance sectors at all levels of management. Secondary data were obtained through various magazines of professional associations in Nigeria, journals, newspaper and text books etc. and mostly through the internet. Cross tabulation and chi-square were used to analyzed the data and the study revealed that the internal control system in the state is very weak, accountability is as well ineffective due to political interference. Base on the findings, effective internal control systems that are free from interference will be needed. This will require political will at both the federal, state and local government areas.

Bank expects to be involved and promote sustainable development through corporate social responsibility through which the organization will behave ethically, contribute positively to the welfare of stakeholders, and improve the quality of life of the local community and society at large. Odetayo, Adeyemi and Sajuyigbe, (2014), conducted a study on the Impact of Corporate Social Responsibility on Profitability of Nigeria Banks. To achieve the objectives of this study, data were collected from annual reports of sampled six banks, for the period of 10 years (2003–2012). Simple regression analysis was employed as a statistical technique to analyze data collected using STATA 11. The regression results revealed that there is a significant relationship between expenditure on corporate social responsibility and profitability of Nigerian Banks.

Akinleye and Adedayo, (2017), conducted a study to investigate the impact of corporate social responsibility (CSR) on profitability of multinational companies in Nigeria. Specifically, the study analyzed the relationship and impact of corporate social responsibility spending on profit after tax, as well as the causal relationship between corporate social spending and profit after tax. Five multinational companies were randomly selected in the study and data were collated from their respective financial reports for a period of five years covering 2010 to 2014. The study employed techniques including correlation analysis, pooled Ordinary least squares (OLS) estimation, fixed effect and random effect estimations, granger causality estimation and post estimation test such as restricted f-test and Hausman test. Result revealed that there is weak negative correlation between corporate social spending and profit after tax. Corporate social spending exerts negative insignificant impact on profit after tax, while there is only evidence for unidirectional causal relationship running from corporate social spending to profit after tax for Oando plc, among all the selected multinational companies.



**Figure 1:** Author's Conceptual Model, 2022

Figure 1 above reveals the conceptual model of the study. It shows that ethical practice which is the independent variable is measured using accountability and corporate social responsibility. While organizational performance which is the dependent variable is measured using productivity and profitability.

### Methodology

The study adopted a quantitative approach; the cross-sectional research design was used. The population of this research study was the top middle and low-level management staffs. of the two selected beverage manufacturing companies in Ogun State, Nigeria which amount to One Thousand, Four Hundred and Sixty-five (1,465) employees of Rite foods and Flour Mill.

**Table 1:** Population of Selected Beverage Manufacturing Companies

Name of Organization	Location	Number of employees
Rite Food	Ososa	766
Flour Mill	Ota	699
Total		1,465

**Source:** Human Resource Annual Report, (2020).

The Multi-stage sampling technique was adopted. The first stage was the use of Proportional sampling technique which helps divides a finite population into subpopulations and then applies random sampling techniques to each subpopulation. The Taro Yamane method of sample size determination was used to determine the sample size of one hundred sixty (160) for the selected food and beverages firms in Ogun state, Nigeria. The Research Instrument/Instrument for Data Collection used in this study was a Structured Questionnaire. The questionnaire was designed using 6-point Likert-type scale format.

### Model Specification

The variables for this research will therefore be operationalized here

$$Y = f(X)$$

Where Y= Organizational Performance, X= Ethical Practice

$$Y = (y_1, y_2)$$

$$X = (x_1, x_2)$$

**Where;**

Y= Organizational Performance

$y_1$ = Productivity

$y_2$ = Profitability

X= Ethical Practice

$x_1$ = Accountability

$x_2$ = Corporate Social Responsibility

**Using simple equations, we have:**

$$y_1 = f(x_1) \dots\dots\dots 1$$

$$y_2 = f(x_2) \dots\dots\dots 2$$

**The regression equation gives us:**

$$y_1 = \alpha_0 + \beta_1 x_1 + \mu_i \dots\dots\dots 1$$

$$y_2 = \alpha_0 + \beta_2 x_2 + \mu_i \dots\dots\dots 2$$

**Findings and Discussion**

The respondents targeted for the study are the top, middle and low-level employees of the selected beverage manufacturing companies in Ogun state, Nigeria. The researcher distributed a total of 160 copies of questionnaire to the respondents and 157 questionnaires were rightly filled and returned for analysis. This represents 98.1% response rate which was considered adequate enough for this research study. The high response rate was drawn to the data collection method of prior notification of the companies, use of research support, and follow up calls made to clarify problems prompted the participants to fill and return the research instrument early.

**Test of Hypothesis**

**Hypothesis One**

Hypothesis one was Accountability has no effect on an Organization's Productivity of Selected Beverage Manufacturing Companies in Ogun State, Nigeria. Hypothesis one was tested using the linear regression analysis with Productivity as the dependent variable, and Accountability as the independent variable. The data for Accountability was generated by adding all scores of all items while that of Productivity was generated by adding scores for all the items for the variable. Data from one hundred and sixty (157) respondents were analyzed. The summary of the results of linear regression analysis are shown in Table 2.



**Table 2:** Summary of Linear Regression Analysis for effect Accountability on Productivity of Selected Beverage Manufacturing Companies in Ogun State, Nigeria

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.382 <sup>a</sup>	.146	.140	.42986

a. Predictors: (Constant), ACCOUNTABILITY

b. Dependent Variable: PRODUCTIVITY

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	4.831	1	4.831	26.145	.000 <sup>b</sup>
Residual	28.272	153	.185		
Total	33.103	154			

a. Dependent Variable: PRODUCTIVITY

b. Predictors: (Constant), ACCOUNTABILITY

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.549	.263		13.484	.000
ACCOUNTABILITY	.264	.052	.382	5.113	.000

a. Dependent Variable: PRODUCTIVITY

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.9707	5.1314	4.8826	.17712	155
Residual	-1.79276	1.24896	.00000	.42847	155
Std. Predicted Value	-5.149	1.405	.000	1.000	155
Std. Residual	-4.171	2.905	.000	.997	155

a. Dependent Variable: PRODUCTIVITY

### Interpretation

Table 2 provides details of regression analysis results of effect of Accountability on Productivity of the Selected Beverage Manufacturing Companies in Ogun State, Nigeria. The results reveal that Accountability has a positive and significant effect on Productivity of the Selected Beverage Manufacturing Companies in Ogun State, Nigeria ( $\beta = 0.264$ ,  $t = 5.113$ ,  $p < 0.05$ ). The R value (0.382) supports this result and it indicates that there is a significant positive relationship between Accountability and Productivity of the Selected Beverage Manufacturing Companies in Ogun State, Nigeria. Coefficient of determination ( $R^2$ ) explains the extent to which changes in the dependent variable can be explained by the change in the independent variable or the proportion of variation in the dependent variable (Productivity) that is explained by the independent variable (Accountability). From the findings in the table

4.2.1c the value of  $R^2$  (0.146) indicates that 14.6% changes in the Productivity of the Selected Beverage Manufacturing Companies in Ogun State, Nigeria can be accounted for by Accountability implemented by the company while the remaining 85.4% changes that occurs is accounted for by other variables not captured in the model. The results further mean that the model applied to link the relationship of the variables was satisfactory. The simple regression model is thus expressed as:

$$ACC = 3.549 + 0.264PRD + \varepsilon_i \text{-----Eqn (i)}$$

Where:

ACC = Accountability

PRD = Productivity

The above regression equation reveals that, holding Accountability to a constant, Productivity of the Selected Beverage Manufacturing Companies in Ogun State, Nigeria, would be (3.549) implying that without Accountability, Productivity of the Selected Beverage Manufacturing Companies in Ogun State, Nigeria will be (0.264) units which is positive representing improvement. The results of the simple regression analysis indicate that when Accountability is improved by one unit, Productivity would increase by (0.382) units and it was significant at ( $p < 0.05$ ). This implied that for every improvement in Accountability there were 5.113 ( $t = 13.484$ ) times increase in the Productivity of the Selected Beverage Manufacturing Companies in Ogun State, Nigeria. The result suggests that Accountability is a significant predictor of the Productivity of the Selected Beverage Manufacturing Companies in Ogun State. Based on these results, the null hypothesis one ( $H_{01}$ ) which states that Accountability has no effect on an Organization's Productivity of Selected Beverage Manufacturing Companies in Ogun State, Nigeria can therefore be rejected.

### **Hypothesis Two**

Hypothesis Two is Corporate Social Responsibility has no effect on an Organization's Profitability of Selected Beverage Manufacturing Companies in Ogun State, Nigeria. Hypothesis one was tested using the linear regression analysis with Profitability as the dependent variable, and Corporate Social Responsibility as the independent variable. The data for Corporate Social Responsibility was generated by adding all scores of all items while that of Profitability was generated by adding scores for all the items for the variable. Data from one hundred and sixty (157) respondents were analyzed. The summary of the results of linear regression analysis are shown in Table 3.

**Table 3:** Summary of Linear Regression Analysis for effect Corporate Social Responsibility on Profitability of Selected Beverage Manufacturing Companies in Ogun State, Nigeria

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.210 <sup>a</sup>	.044	.037	.56670

a. Predictors: (Constant), CORPORATE SOCIAL RESPONSIBILITY

b. Dependent Variable: PROFITABILITY

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.144	1	2.144	6.677	.011 <sup>b</sup>
	Residual	46.566	145	.321		
	Total	48.710	146			

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.368	.559		6.022	.000
	CORPORATE SOCIAL RESPONSIBILITY	.292	.113	.210	2.584	.011

Dependent Variable: PROFITABILITY

b. Predictors: (Constant), CORPORATE SOCIAL RESPONSIBILITY

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4.4210	5.1229	4.8082	.12119	147
Residual	-1.99647	1.22805	.00000	.56475	147
Std. Predicted Value	-3.195	2.597	.000	1.000	147
Std. Residual	-3.523	2.167	.000	.997	147

a. Dependent Variable: PROFITABILITY

### Interpretation

Table 3 provides details of regression analysis results of effect of Corporate Social Responsibility on an Organization's Profitability of the Selected Beverage Manufacturing Companies in Ogun State, Nigeria. The results reveal that Corporate Social Responsibility has a positive and significant effect on Profitability of the Selected Beverage Manufacturing Companies in Ogun State, Nigeria ( $\beta = 0.292$ ,  $t = 2.584$ ,  $p < 0.05$ ). The R value (0.210) supports this result and it indicates that there is a significant positive relationship between Corporate Social Responsibility and Profitability of the Selected Beverage Manufacturing Companies in Ogun State, Nigeria. Coefficient of determination ( $R^2$ ) explains the extent to which changes in the dependent variable can be explained by the change in the independent variable or the proportion of variation in the dependent variable (Profitability) that is explained by the independent variable (Corporate Social Responsibility). From the findings in the table 4.2 the value of  $R^2$  (0.044) indicates that 4.4% changes in the Profitability of the Selected Beverage Manufacturing Companies in Ogun State, Nigeria can be accounted for by Corporate Social Responsibility implemented by the company while the remaining 95.6% changes that occurs is accounted for by other variables not captured in the model. The results

further mean that the model applied to link the relationship of the variables was satisfactory. The simple regression model is thus expressed as:

$$\text{CSR} = 3.368 + 0.292\text{PRF} + \varepsilon_i \text{-----Eqn (ii)}$$

Where:

CSR = Corporate Social Responsibility

PRF = Profitability

The above regression equation reveals that, holding Corporate Social Responsibility to a constant, Profitability of the Selected Beverage Manufacturing Companies in Ogun State, Nigeria, would be (3.368) implying that without Accountability, Productivity of the Selected Beverage Manufacturing Companies in Ogun State, Nigeria will be (0.292) units which is positive representing improvement. The results of the simple regression analysis indicate that when Corporate Social Responsibility is improved by one unit, Profitability would increase by (0.210) units and it was significant at ( $p < 0.05$ ). This implied that for every improvement in Corporate Social Responsibility there were 2.584 ( $t = 6.022$ ) times increase in the Profitability of the Selected Beverage Manufacturing Companies in Ogun State, Nigeria. The result suggests that Corporate Social Responsibility is a significant predictor of the Profitability of the Selected Beverage Manufacturing Companies in Ogun State. Based on these results, the null hypothesis two ( $H_{02}$ ) which states that Corporate Social Responsibility has no effect on an Organization's Profitability of Selected Beverage Manufacturing Companies in Ogun State, Nigeria can therefore be rejected.

### **Conclusion and Recommendations**

The research study analyzed the effect of Ethical Practice on Organizational Performance of Selected Beverage Manufacturing Companies in Ogun State, Nigeria. The results of the study provide both empirical and statistical evidences on the effect of the independent variable proxies by accountability, corporate social responsibility and integrity on the dependent variable measured by productivity, profitability and job satisfaction. From the empirical findings the research study concluded that Ethical Practice has a significant influence on the Organizational Performance of Beverage Manufacturing Companies in Ogun State, Nigeria. Based on the findings, the following are the recommendations that can be made for managerial policy and managerial practice: all efforts should be made in the processes and activities that can assist the organization in generation, acquiring and subsequently discovering, organizing and establishing proper ethical code of conducts and polices in the organization to govern business activities and transactions and control unethical practices and misconduct. Additional studies could be conducted to survey and to confirm the results on the determinants of beverage manufacturing companies' performance identified by this research study using the researcher's own criteria, while also identifying other sets of criteria that could as well be used in determining beverage manufacturing companies' performance.

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