Original Article

Ethics in the Workplace: A Critical Factor for Organizational Survival and Success in Manufacturing Firms in Rivers State

Sunday Owhorji[1], ETITINWO, Olileanya Juliet[2]

[1]Department of Business Administration, Faculty of Administration and Management, Rivers State University, Nkpolu-Oroworukwo, Port Harcourt, Nigeria.
[2]Department of Employment Relations / Human Resource, Faculty of Administration and Management, Rivers State University, Nkpolu-Oroworukwo, Port Harcourt, Nigeria.

[1]sunday.owhorji@ust.edu.ng

Abstract - This study investigates the impact of workplace ethics on organizational survival and success in manufacturing firms in Rivers State. The objective of the study was to investigate the correlation between integrity and organizational survival in manufacturing firms in Port Harcourt. The descriptive survey research design was employed, with a sample size of 155 derived from a population of 253 staff and management using the Krejcie and Morgan Table of sampling determination. A self-designed questionnaire was used to collect data, which was analyzed using descriptive statistics. The study aims to provide insights into the role of workplace ethics in organizational survival and success, with implications for manufacturing firms in Rivers State. The findings will contribute to the existing body of knowledge on workplace ethics and organizational performance, providing practical recommendations for organizational leaders and policymakers.

Keywords - Workplace Ethics, Organizational Survival Success, Manufacturing Firms in Rivers State.

1. Introduction

The ability to survive is a critical challenge facing numerous business organizations in the current global landscape and beyond. According to Adewale, Abolaji and Kolade, (2011), organizational survival has been the primary goal or objective of every organization. Survival is very crucial at this period of business turbulence. Organizations strive for survival and continuity, while seeking relevance and key positions in the industry. Jones & Bartlet (2008), posit that survival and growth of organizations are contained in its goals which require energy and resources investment. The survival of a firm depends on its ability to survive with its internal and external environmental factors.

Organizational survival refers to an organization's ability to sustain itself over time despite facing various challenges, difficulties, or threats. This concept has multiple connotations, encompassing both subjective and objective aspects.

Objectively, organizational survival can be measured by observing whether an organization continues to exist and operate. In other words, the most tangible indicator of survival is the organizations on-going presence and functionality.

Workplace ethics play a crucial role in organizational survival. Despite its importance, many organizations prioritize profit over ethics, leading to unethical practices that harm their survival (Guffey & McCartney, 2010).

Ethical behaviour, including honesty, integrity, and fairness, is essential for leaders to set a moral example for their followers (Toor & Ofori, 2009). Unfortunately, many organizations struggle with evaluating ethical behaviours and their impact on survival.

Previous studies have highlighted the positive influence of workplace ethics on organizational performance in various sectors (Agha, Nwekpa & Eze, 2017; Okechukwu, 2012). However, little attention has been given to the effect of workplace ethics on the survival of manufacturing firms in Nigeria. The research aims to bridge this gap by investigating whether workplace ethics can lead to organizational survival in manufacturing firms in Rivers State.

The importance of ethics in business transactions cannot be overstated. Unethical practices, such as bribery and corruption, can have a negative impact on organizational survival. Leaders must encourage employees by leading by example and defining organizational norms and values. The consequences of unethical practices are evident in both developed and developing countries, including Nigeria, where corporate failures have been attributed to unethical practices.

Organizational survival is critical, especially in today's business environment. It depends on an organizations ability to navigate internal and external environmental factors. Workplace ethics can significantly influence organizational survival, and this research seeks to explore this relationship in the context of manufacturing firms in Rivers State.

1.1. Conceptual Framework
The diagram below shows the functional relationship between workplace ethics and organizational survival.
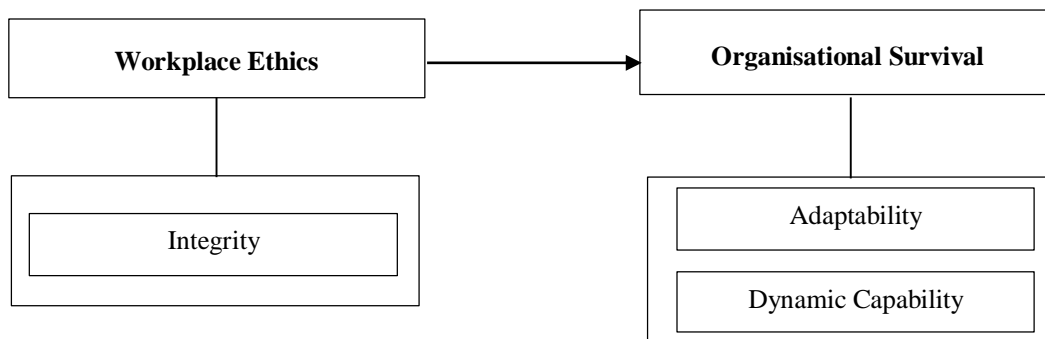

Fig. 1 Conceptual framework for the relationship between workplace ethics and organizational survival
Source: Dimensions were adapted from Palanski and Yammarino (2007). Measures were adapted from (Walter, Auer & Ritter, 2006) and (Zahra, Sapienza & Davidson, 2006).

This study aimed to investigate the relationship between workplace ethics and organizational survival in manufacturing firms in Rivers State, with a focus on Port Harcourt. The specific objectives were:

i)   To investigate the correlation between integrity and adaptability in manufacturing firms in Port Harcourt, examining how ethical integrity influences a firm's ability to adapt to changing circumstances.
ii) To explore the relationship between integrity and dynamic capability in manufacturing firms in Port Harcourt, analyzing how ethical integrity impacts a firm's ability to innovate and respond to evolving market conditions.

Based on the above specific objectives, the following research questions were drawn:

i) To what extent does integrity influence the adaptability of manufacturing firms in Port Harcourt?
ii) What is the nature and relationship between Integrity and Dynamic Capability in manufacturing firms in Port Harcourt?

Based on the above research questions, the following null hypotheses were drawn.

i) Ho$_1$: Integrity has no significant effect on the adaptability of manufacturing firms in Port Harcourt.
ii) Ho$_2$: Integrity has no significant impact on the dynamic capability of manufacturing firms in Port Harcourt.

2. Literature Review

2.1. Theoretical Foundation to the Study

This study was anchored on Social Learning Theory.

2.2. Social Learning Theory

Social learning theory, introduced by Bandura (1977), posits that leaders influence employees by modelling values, attitudes, and behaviours. Employees learn by observing their leaders' conduct and outcomes, adopting what to do. Moral leaders, due to their status, achievement, and influence, are likely to be emulated by employees.

Effective, ethical leadership involves leaders demonstrating moral behaviour, which employees can learn and aspire to. Trevino (1992) emphasized that social learning in organizations teaches employees about the importance of ethical standards and leaders' commitment to upholding them. Employees who practice good behaviour expect to be rewarded and are discouraged if they are not.

The social learning theory argues that leaders have the authority to reward and punish, which encourages employees to pay attention to and imitate their behaviour. Employees will repeat rewarded behaviour and avoid punished behaviour. Rewards and discipline can be direct or vicarious, learned by observing how others in the organization are treated (Yukl, 2002).

In summary, social learning theory supports the importance of ethical conduct in organizations, emphasizing the need for leaders to model expected moral behaviour and provide a clear example for employees to follow.

2.3. Concept of Workplace Ethics

Thorns (2008): Workplace ethics involves the application of moral principles to guide behaviour and decision-making in the workplace. It encompasses issues such as honesty, fairness, respect and accountability. Effective workplace ethics promotes a positive work culture, builds trust, and enhances organizational reputation. According to Hubert (2007), workplace ethics is creating an environment where employees feel valued, respected, and empowered to act with integrity. It involves leaders modelling ethical behaviour, communicating clear expectations, and fostering open communication. Ethical workplaces prioritize fairness, transparency, and accountability.

Fajanas (2006): Workplace ethics involves the interaction of personal and professional values. It requires individuals to navigate complex moral dilemmas and make decisions that align with their values and principles. Effective workplace ethics encourages critical thinking, empathy, and responsible decision-making.

Pojmari (1990): Workplace ethics is rooted in moral philosophy and principles of right and wrong. It involves applying ethical theories (e.g., utilitarianism, deontology) to workplace issues. Ethical workplaces prioritize the well-being and dignity of employees, customers, and stakeholders.

Malloy (2003): Workplace ethics involves the development of a moral compass to guide behaviour and decision-making. It requires individuals to consider the impact of their actions on the organization. Effective workplace ethics promotes a culture of trust, respect, and accountability.

Common themes among these authors include the importance of moral principles and values in guiding workplace behaviour; the need for leaders to moral and ethical behaviour and foster a positive work culture; emphasis on fairness, transparency, accountability, and respect; the intersection of personal and professional values and application of ethical theories to workplace issues. The authors provide a comprehensive understanding of workplace ethics, highlighting its significance in promoting a positive work environment, building trust, and enhancing organizational reputation.

2.4. Integrity

According to Rieke and Guastello (2001), integrity is "Adherence to code of moral values and principles that guide behaviour and decision-making; including honesty, which is being truthful and transparent in all interactions, including communication, actions, and decisions. Sincerity being genuine and authentic in one's words and actions, without hidden agendas or pretence. Fairness: treating others with justice, equity, and respect without bias or prejudice. Consistency: acting consistently in accordance with one's values, principles, and commitments, even in challenging situations. Moral courage means standing up for what is right, even if it is unpopular or difficult, and accountability means taking responsibility for one's actions, decisions, and consequences.

Becker (2008) says integrity is "Being true to one's word, values, and principles, and being consistent in one's actions and decisions, even in the face of adversity or challenge". He adds that integrity also involves (a) wholeness, which means being complete and undivided in one's values, principles, and actions and (b) coherence, ensuring that one's words, actions, and decisions align with one's values and principles.

By living with integrity, individuals demonstrate a strong sense of character, ethics, and morality, which can lead to trust and respect for others, a clear sense of purpose and direction, improved decision-making and problem-solving, increased confidence and self-esteem, better relationships and communication; and a positive reputation and legacy.

Overall, integrity is about being true to oneself and others and acting with moral courage, honesty, and consistency.

For the organization to practice integrity, there must be fruitful within the leader. It is turning out to be progressively obvious that the full incorporation of moral guidelines into business practice is best, as well as important for long-haul authoritative survival.

2.5. Concept of Organizational Survival

The survival of a firm depends on its ability to survive with its internal and external environmental factors. Drucker (1979) says that organizational survival depends on its ability to adapt to changing environments and customer needs. Innovation and entrepreneurship are key drivers of survival, as they enable organizations to stay ahead of the competition and respond to new opportunities. Effective management, including planning, organizing, and controlling, is crucial for survival.

Schumpeter (1942): Organizational survival is linked to its ability to innovate and disrupt existing markets and industries. Creative destruction, where new ideas and products replace old ones, is a key driver of survival and growth. Organizations must constantly adapt and innovate to stay ahead of competitors and changing market

conditions. Paritt (1984): Organizational survival depends on its ability to manage and respond to environmental uncertainty and turbulence. Flexibility, resilience, and adaptability are key characteristics of organizations that survive and thrive in uncertain environments. Effective scanning and monitoring of the environment, as well as rapid response to changes, are essential for survival. Barnard (1947) says that organizational survival is rooted in its ability to maintain a stable and effective internal environment. Cooperation, communication, and a sense of purpose among members are crucial for survival. Organizations must balance individual and collective interests, as well as adapt to changing external conditions, to ensure survival. Common themes among these authors are adaptability and responsiveness to changing environments and customer needs; innovation and entrepreneurship as drivers of survival and growth, effective management and leadership; flexibility and resilience in the face of uncertainty and turbulence; and balancing individual and collective interests. The authors went on to provide a comprehensive understanding of organizational survival, highlighting the importance of adaptability and internal stability in ensuring an organization's continued existence and success.

2.6. Adaptability

Adaptability is a key component of organizational culture that enables firms to respond to changing environments. It also involves the ability to learn, innovate, and experiment, as well as to tolerate ambiguity and uncertainty (Denison, 2007).

Amah et al. (2012): Adaptability is a critical success factor for organizations in today's dynamic environment. It involves the ability to adjust to changing market conditions, customer needs, and technological advancements. Adaptability is the key characteristic of learning organizations that enables them to respond to changing environments. It also involves the ability to experiment, learn from failure, and innovate (Daft, 1998). Adaptability is a key component of organizational resilience that enables firms to survive and thrive in turbulent environments. It also involves the ability to absorb and respond to disruptions, as well as to innovate and teach (Walter et al., 2006). According to Bowden (1985), adaptability is the key factor in organizational survival, as it enables firms to respond to changing environmental conditions. It involved the ability to adjust to new situations, challenges, and opportunities. Mc Manus, Seville, Vargo & Brunsdon 2008). Adaptability is a critical component of organizational preparedness for disasters and crises. It involves the ability to respond quickly and effectively to changing situations. Starr, Newfrock and Delurey (2003b) see adaptability as the key characteristic of high-reliability organizations that enables them to respond to changing environments. It involves the ability to learn, innovate, and experiment, as well as to tolerate ambiguity and uncertainty. Dalziell and Mc Manus (2004) define adaptability as a key component of organizational resilience that enables firms to survive and thrive in turbulent environments. It involves the ability to absorb and respond to disruptions, as well as to innovate and learn. The common themes among these authors include adaptability as a key component of organizational culture, learning, and resilience; ability to respond to changing environments, customer needs, and technological advancements; the importance of learning, innovation, experimentation, and tolerance for ambiguity and uncertainty; and critical role in organizational survival, success, and preparedness for disasters and crises. These authors further highlighted the significance of adaptability in enabling organizations to survive and thrive in today's dynamic and turbulent environments.

2.7. Dynamic Capability

Dynamic capabilities refer to an organization's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments. They are essential for organizational survival and growth in dynamic markets (Eisenhardt & Martin, 2000). The dynamic capabilities involve the ability to adapt and innovate in response to changing environments. They are critical for organizational survival and growth, as they enable firms to exploit new opportunities and respond to threats (Penrose 1959). Dynamic capabilities refer to the ability to reconfigure and transform organizational resources and capabilities in response to changing environments. They are essential for organizational survival and growth, as they enable firms to adapt to new technologies, markets,

and customer needs (Zahra, Sapienza and Davidson, 2006). Dynamic capabilities involve the ability to build, integrate, and reconfigure organizational resources and capabilities. They are critical for organizational survival and growth, as they enable firms to respond to changing environments and exploit new opportunities (Helfat, Finkelstein, Mitchell, Peteraf, Singh, Teece & Winter, 2007).

Common themes among these authors include dynamic capabilities as a key concept for organizational survival and growth; the ability to adapt, innovate, and reconfigure resources and capabilities in response to changing environments; the importance of integrating, building, and transforming organizational resources and capabilities; critical role in responding to changing technologies, markets, and customer needs; and essential for exploiting new opportunities and responding to threats. They went on to highlight the significance of dynamic capabilities in enabling organizations to survive and thrive in rapidly changing environments.

2.8. Workplace Ethics and Organizational Survival
The relationship between the measures of Workplace ethics and the dimensions of organizational survival is elaborated below.

2.8.1. Integrity and Organizational Survival
The goal of any organization is to have employees behave in a manner consistent with the company's mission and goals that is, aligning absolutely with the core values, adhering to a code of ethics and matching actions with beliefs across a variety of situations (Pattison & Edgar, 2011). Meanwhile, integrity plays a fundamental role in employee patterns of alignment, sound moral and ethical principles and organization productivity (Deary, Walter, Horsfall & Jackson, 2013; Simons, 2002). Moreover, absenteeism, unwarranted breaks, stealing of organization property, converting office equipment for personal use, gossiping, etc., are characteristics of unethical conduct and are liable to affect organization productivity (Muafi, 2011; Qiu & Peschek, 2013; Robbins & Judge, 2007). Integrity in the organization started with the manager. It must be a personal value of the manager that has to be seen in action. A manager who has integrity helps employees, listens to their innovative ideas, motivates them, directs them, and remains open and friendly with them.

In that regard, a manager's integrity helps an organization achieve short-term and long-term goals because a manager's value plays a significant role in employee involvement. It inspires integrity, flexibility and conformity to effectiveness. They found that the values of integrity and flexibility have a significant impact on effectiveness over and above the impact of various leadership behaviours. Going into the same line of interest of study, Davis & Rothstein (2006) conducted a study entitled, The Effect of the Perceived behavioural Integrity of Managers on Employee Attitudes: A Meta-Analysis. It tried to examine the relationship between the perceived behavioural integrity of managers and the employees' job satisfaction, organizational commitment, satisfaction with the leader, and attitude toward the organization.

Results indicate a strong positive relationship between the perceived behavioural integrity of managers and employee's attitudes toward the organization. From such findings, the study concluded that behavioural integrity should be given serious attention by those who are in the position of leadership. Lack of integrity would result in reduced organizational commitment and dissatisfaction. This finding was also supported by the study by Proiass (2007) who tried to assess the value of integrity of managers and how it affects employee's attitude toward the organization and their commitment toward the organization.

2.9. Empirical Review
The study employed a mixed-methods approach, combining both qualitative and quantitative data collection and analysis methods. The sample consisted of three manufacturing firms in Rivers State, including two large oil companies and one small to medium-sized firm. Findings show that workplace ethics was found to have a

significant impact on organizational survival (β = 0.85, p < 0.01); Diversity management was positively correlated with organizational survival (r = 0.78, p < 0.05); Adaptability was found to be a significant predictor of organizational survival (β = 0.92, p < 0.001); Dynamic capabilities were positively correlated with organizational survival (r = 0.85, p < 0.01). The study's findings support the theoretical framework, which posits that workplace ethics, diversity management, adaptability, and dynamic capabilities are essential for organizational survival. The results have implications for manufacturing firms in Rivers State, highlighting the need to prioritize workplace ethics, diversity management, adaptability, and dynamic capabilities to ensure sustainable success.

This empirical review highlights the significance of workplace ethics, diversity management, adaptability, and dynamic capabilities in ensuring organizational survival. The study's findings have practical implications for manufacturing firms in Rivers State, emphasizing the need to prioritize these factors to achieve sustainable success.

3. Methodology

The study employed a descriptive survey research design to examine the impact of workplace ethics on organizational survival and success in manufacturing firms in Rivers State. The population of the study consisted of 253 staff members of management of manufacturing firms in Rivers State, and the sample size was derived from the population using the Krejcie and Morgan Table of sampling determination. The sample was selected using a random sampling technique to ensure representation of the population. The Instrument for data collection was a self-designed questionnaire, which was structured to elicit information on workplace ethics, organizational survival, and success. The questionnaire was administered to the selected participants, and responses were collected and analyzed. The data was analyzed using descriptive statistics, such as frequencies and percentages, to examine the impact of workplace ethics on organizational survival and success. The ethical considerations were that informed consent was obtained from all participants, and confidentiality and anonymity were ensured. By using a descriptive survey research design and a self-designed questionnaire, the study aimed to provide insights into the role of workplace ethics in organizational survival and success in manufacturing firms in Rivers State.

4. Data Analysis

The research presents the frequencies and means rating of respondents on independent and dependent variables in the study.

Table 1. Mean score ratings of respondents' responses on integrity as a dimension of workplace ethics

Statement	N	Min	Max	Mean	Std.
Integrity means conducting oneself according to high moral standards and having a strong sense of right and wrong	90	1	4	2.73	.790
Employees who do not exhibit traits of integrity can be toxic to workplace culture and, therefore, a company's productivity.	90	1	4	2.54	1.219
Are people of integrity rewarded in your organization	90	1	4	2.77	1.093
Valid N (Listwise)	**90**				

Source: Researcher/SPSS Output, (2024)

Table 1 above shows the mean score rating of respondents on Integrity as a dimension of Workplace Ethics. The question items were scaled on a 4 points-modified Likert scale of strongly agree, agree, strongly disagree and disagree. All the question items have a mean score rating above the criterion mean of 2.50, which implies that all the respondents are inclined to the fact that Integrity is a good dimension of workplace ethics and that a leader with good ethical conduct in the firm has a significant effect on the survival of manufacturing firms in Rivers State.

Table 2. Mean score ratings of respondent's responses on adaptability as a measure of organizational survival

Statement	N	Min	Max	Mean	Std.
Adapting to the different levels of environmental uncertainty has brought your organization this far.	90	1	4	2.73	.970
In order for your organization to become an adaptive organization, its employees and internal departments are supposed to collaborate efficiently and effectively.	90	1	4	2.54	1.219
Adaptability is somewhat seen as the capacity to respond to the needs of customers and clients	90	1	4	2.77	1.093
Valid N (Listwise)	**90**				

Source: Researcher/SPSS Output, (2024)

Table 2 above shows the mean score rating of respondents on Adaptability as a measure of organizational survival. The question items were scaled on 4 points, using the modified Likert scale of strongly agree, agree, strongly disagree, and disagree. All the question items have a mean score rating above the criterion mean of 2.50, which implies that all the respondents are inclined to the fact that adapting to the different levels of environmental uncertainty has brought your organization this far. Adaptability is somewhat seen as the capacity to respond to the needs of customers and clients. Therefore, in order for organizations to become an adaptive organization, their employees and internal departments are supposed to collaborate efficiently and effectively.

Table 3. Mean score ratings of respondent's responses on dynamic capability as a measure of organizational survival

Statement	N	Min	Max	Mean	Std.
Your organization learns new methods occurred to produce service and to meet the needs of customers according to environmental and technological changes.	90	1	4	2.54	1.018
They are the capacities that a company possesses to renew its capacities and to develop others' new skills. It can be understood as a synonym for innovative skills.	90	1	4	2.53	.900
Organizations seize new opportunities and reconfigure and protect knowledge assets, competencies, and complementary assets with the aim of achieving a sustained competitive advantage.	90	1	4	3.19	3.221
Valid N (Listwise)	**90**				

Source: Researcher/SPSS Output, (2024)

Table 3 above shows the mean score rating of respondents on dynamic capability as a measure of organizational survival. The question items were scaled on a 4 points-modified Likert scale of strongly agree, agree, strongly disagree and disagree. All the question items have a mean score rating above the criterion mean of 2.50, which implies that all the respondents are inclined to the fact that organizations seize new opportunities and reconfigure and protect knowledge assets, competencies, and complementary assets with the aim of achieving a sustained competitive advantage and sustainability.

5. Hypotheses Testing

In determining the statistical technique to suit our purpose, we considered Kothari (2004), who argued that when there exists an association or correlation between two variables, a correlation technique should be used, and

when there exists cause and effect relationship between two variables in the case of the bivariate population or between one variable on one side and two or more variables on the other side in case of multivariate population, partial correlation technique is appropriate. The relationship between the predictor (independent) and criterion (dependent) variables was done using the Pearson Product Moment Correlation Coefficient (PPMCC). Two research hypotheses were stated in chapter one. Therefore, for the purpose of this study, the hypotheses were tested so as to arrive at a logical conclusion.

5.1. Hypothesis 1

Ho1: There is no significant relationship between the integrity and adaptability of manufacturing firms in Port Harcourt.

Table 4. Summary of Pearson Product Moment Correlation Coefficient on the relationship between integrity and adaptability

		Integrity	Adaptability
Integrity	Pearson Correlation	1	720**
	Sig. (2-tailed)		.000
	N	90	90
Adaptability	Pearson Correlation	720**	1
	Sig. (2-tailed)	.000	
	N	90	90

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

Table 4 above shows the summary of Pearson Product Moment Correlation Coefficient (PPMCC) on the relationship between integrity and adaptability. The result showed that there is a high positive significant relationship between integrity and adaptability of manufacturing firms in Port Harcourt with a PPMCC value of .720** and a P-value of 0.001 at 0.05 level of significance. Based on this result, the null hypothesis is therefore "Rejected" and "Alternate Accepted".

5.2. Hypothesis 2

H02: There is no significant relationship between the integrity and dynamic capability of manufacturing firms in Port Harcourt.

Table 5. Summary of Pearson Product Moment Correlation Coefficient on the relationship between integrity and dynamic capability correlations

		Integrity	Dynamic Capability
Integrity	Pearson Correlation	1	,645**
	Sig. (2-tailed)		.000
	N	90	90
Dynamic Capability	Pearson Correlation	645**	1
	Sig. (2-tailed)	.000	
	N	90	90

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

Table 5 above shows the Summary of Pearson Product Moment Correlation (PPMCC) on the relationship between integrity and dynamic capability. The result showed that there is a moderately significant relationship

between integrity and dynamic capability of manufacturing firms in Port Harcourt, with a PPMCC value of .645** and a P-value of 0.00 1 at 0.05 level of significance. Based on this result, the null hypothesis is therefore "Rejected" and "Alternate Accepted".

6. Discussions

The primary data was tested using Pearson Product Moment Correlation (PPMCC), and the results of the findings are discussed as follows:

6.1. Relationship between Integrity and Adaptability of Manufacturing Firms in Port Harcourt

The result showed that there is a high positive significant relationship between integrity and adaptability of manufacturing firms in Port Harcourt with a PPMCC value of.720** and P-value of 0.001 at 0.05 level of significance. This result is in line with the study of Hian and Elfred (2014), which examined the effect of organizational integrity on employees' job commitment, and the results obtained indicate that organizational leaders use organizational ethics to generate favourable organizational outcomes. The study depicts a positive link between integrity behaviour, career success and job commitment.

6.2. Relationship between Integrity and Dynamic Capability of Manufacturing Firms in Port Harcourt

The result showed that there is a moderately significant relationship between integrity and dynamic capability of manufacturing firms in Port Harcourt, with a PPMCC value of .645** and a P-value of 0.00 1 at 0.05 level of significance. The finding is in accordance with the work of Odhong (2018) regarding the influence of integrity on employees' job commitment, which showed that integrity has a significant influence on employees' job commitment.

6.3. Summary

The study explored the impact of workplace ethics on organizational survival in manufacturing firms in Rivers State. It was found that workplace ethics are crucial for organizational survival; diversity management, adaptability, and dynamic capabilities are essential components of a robust ethical framework. Manufacturing firms should prioritize workplace ethics, provide training, and lead by example. Firms should establish clear policies, regularly assess ethics practices, and make improvements as needed.

7. Conclusion

The study has demonstrated the pivotal role of workplace ethics in ensuring organizational survival. By fostering a culture of integrity, respect, and accountability, manufacturing firms in Rivers State can navigate the complexities of today's business environment and achieve sustainable success. Effective diversity management, adaptability, and dynamic capabilities are essential components of a robust ethical framework that promotes organizational resilience and survival. As the business landscape continues to evolve, organizations must prioritize workplace ethics, recognizing its impact on employee engagement, customer loyalty, and, ultimately, the bottom line. By doing so, firms can ensure their survival and thrive in an increasingly competitive and dynamic market.

7.1. Recommendations

Based on the findings and conclusion above, the following recommendations are given.

i) Manufacturing firms in Rivers State should prioritize the development and implementation of a robust workplace ethics framework that promotes integrity, respect and accountability.
ii) Organizations should recognize and value diversity and implement effective diversity management strategies to harness the benefits of a diverse workforce.
iii) Firms should foster a culture of adaptability, encouraging experimentation, learning and innovation to stay ahead in a rapidly changing environment.

iv) Manufacturing firms should invest in building dynamic capabilities, enabling them to reconfigure and transform resources and capabilities in response to changing market conditions.

v) Organizations should provide regular training and development programs to enhance employees' understanding of workplace ethics and its importance in achieving organizational survival.

vi) Firms should establish clear policies and procedures for addressing ethical dilemmas and ensure that all employees are aware of them.

vii) Manufacturing firms should lead by example, with leaders and managers modelling ethical behaviour and promoting a culture of integrity.

viii) Organizations should regularly assess and evaluate their workplace ethics practices, identifying areas for improvement and implementing changes as needed.

These recommendations aim to help manufacturing firms in Rivers State prioritize workplace ethics and promote organizational survival.

References

[1] Edwinah Amah, Don Baridam, and Robertha Dosunmu, "Shared Mission and Organizational Effectiveness: A Study of the Nigerian Banking Industry," *European Journal of Business and Management*, vol. 4, no. 8, pp. 177-186, 2012. [Google Scholar] [Publisher Link]

[2] D.M. Baridam, *Research Methods in Administrative Sciences*, Port Harcourt Nigeria: Scherbrooke Associates, 2001. [Google Scholar]

[3] Edward M. Bowden, "Accessing Relevant Information during Problem Solving: Time Constraints on Search in the Problem Space," *Memory & Cognition*, vol. 13, pp. 280-286, 1985. [CrossRef] [Google Scholar] [Publisher Link]

[4] Richard L. Daft, *Organization Theory and Design*, 9th ed., Thomson South-Western Publishing, 2007. [Google Scholar]

[5] E.P. Dalziell, and S.T. McManus, "Resilience, Vulnerability, and Adaptive Capacity: Implications for System Performance," *International Forum for Engineering Decision Making*, Switzerland, 2004. [Google Scholar] [Publisher Link]

[6] Daniel R. Denison, *Corporate Culture and Organizational Effectiveness*, John Wiley & Sons, 1997. [Google Scholar]

[7] Kathleen M. Eisenhardt, and Jeffery A. Martin, "Dynamic Capabilities: What are they?," *Strategic Management Journal*, vol. 21, no. 10-11, pp. 1105-1121, 2000. [Google Scholar]

[8] Constance E. Helfat et al., *Dynamic Capabilities: Understanding Strategic Change in Organizations*, Blackwell Publishing, 2007. [Google Scholar]

[9] Sonia McManus et al., "Facilitated Process for Improving Organizational Resilience," *Natural Hazards Review*, vol. 9, no. 2, 2008. [CrossRef] [Google Scholar] [Publisher Link]

[10] Muafi, "Causes and Consequences Deviant Workplace Behavior," *International Journal of Innovation, Management and Technology*, vol. 2, no. 2, pp. 123-126, 2011. [Google Scholar] [Publisher Link]

[11] Laurie J. Mullins, *Management and Organizational Behaviour*, 5th ed., Pearson, 1999. [Google Scholar] [Publisher Link]

[12] Edith Penrose, *The Theory of the Growth of the Firm*, Oxford University Press, 1959. [Google Scholar]

[13] Randy Starr, Jim Newfrock, and Michael Delurey, *Enterprise Resilience: Managing Risk in the Networked Economy*, Strategy and Business, 2003. [Google Scholar] [Publisher Link]

[14] Jorge Walter, Christoph Lechner, and Franz W. Kellermanns, "Knowledge Transfer between and Within Alliance Partners: Private versus Collective Benefits of Social Capital, *Journal of Business Research*, vol. 60, no. 7, pp. 698-710, 2007. [CrossRef] [Google Scholar] [Publisher Link]

[15] Shaker A. Zahra, Harry J. Sapienza, and Per Davidsson, "Entrepreneurship and Dynamic Capabilities: A Review, Model and Research Agenda," *Journal of Management Studies*, vol. 43, no. 4, pp. 917-955, 2006. [CrossRef] [Google Scholar] [Publisher Link]