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Corporate Governance and Employees Performance

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Abstract

This study investigated the relationship between corporate governance practices and employee performance, emphasizing how governance structures, accountability systems, and ethical mechanisms shape organizational outcomes. Anchored on agency theory, stakeholder theory, and stewardship theory, the research highlighted the critical role of governance in enhancing trust, fairness, and workplace motivation. A quantitative research design was employed, using structured questionnaires to collect data from 166 employees across selected institutions. Descriptive statistics revealed a youthful and vibrant workforce, underscoring the importance of transparent governance in directing energy toward productivity. Inferential analysis through correlation and regression techniques showed a strong and significant relationship between corporate governance and employee performance. Findings confirmed that accountability, ethical standards, and transparent decision making processes foster employee commitment, reduce organizational inefficiencies, and drive higher performance levels. Beyond reinforcing organizational credibility, effective governance emerged as a catalyst for sustainable productivity and workforce stability. The study contributes to literature by positioning employee performance as a critical outcome of governance systems, particularly within emerging economic perspective. It recommends strengthening accountability frameworks, ethical codes, and inclusive decision making to optimize performance while aligning organizational governance with long term strategic objectives.

Keywords: Corporate Governance, Employee Performance, Accountability, Transparency, Organizational Strategy.

1.0 Introduction

1.1 Background to the Study

Corporate governance has become a central lever for organizational effectiveness, with a growing body of evidence linking governance quality to superior performance outcomes in both developed and emerging markets (Vetrivel et al., 2025). Recent cross regional analyses further suggest that CG effectiveness is stress tested under uncertainty, where robust governance enhances resilience and strategic discipline (Alshdaifat et al., 2025; Natto & Mokoaleli, 2025). While much of the literature emphasizes firm level results, core governance mechanisms board structure and diversity, oversight and disclosure, enterprise risk management, and CSR integration also shape the work environment employees experience (Siddique, Ali, & Audi, 2025; Farooq et al., 2025). Empirical work indicates that governance, internal control, and corporate reputation meaningfully raise employee engagement, especially when filtered through effective leadership styles (Koeswayo, & Handoyo, 2024).

Top management human capital and leadership orientation are critical conduits through which governance reaches daily behavior and culture. The executive legal backgrounds are associated with stronger governance ESG performance signals that can institutionalize fairness and compliance expectations for employees (Huang, & Ren, 2024). Likewise, governance that embeds environmental training and stewardship responsibilities helps cultivate shared values and role clarity that support employee performance (Khatib & Al Amosh, 2024). However, contextual heterogeneity remains pronounced. Political and institutional environments mediate the governance performance link, producing varied effects across countries and ownership forms (Atugeba & Sam, 2025; Dazai et al., 2025). Comparative evidence across emerging and developed markets shows that short versus long term governance impacts can diverge, underscoring the need for setting specific analyses that trace how governance choices translate into workforce outcomes (Natto & Mokoaleli, 2025).

Methodologically, recent studies continue to privilege firm level indicators profitability, value, and timeliness of reporting over micro level outcomes tied to employees (Elthaf et al., 2025; Pratama et al., 2024). Yet related evidence shows that innovation oriented governance and transparent information systems improve internal processes that employees rely on to perform (Ma et al., 2024; Ke et al., 2024). This imbalance signals a persistent gap: the pathways from governance architecture to employee performance remain under specified relative to firm level metrics. In view of these gaps, this study examines how corporate governance operationalized through board accountability, transparency/disclosure, ethical compliance, and stakeholder orientation relates to employee performance within Nigerian manufacturing firms. The study focusing on Intercontinental Distillers Limited, Ogun State, contributes striking sensitive evidence to clarify the mechanisms through which governance influences engagement, productivity, and work outcomes (Truong, 2025; Kurnia et al., 2025).

Furthermore, pervasive unethical practices in many emerging market corporate environments continue to erode investor trust and limit organizational competitiveness. Weak enforcement of governance mechanisms frequently permits boardroom decisions to reflect personal interests rather than organizational objectives, producing inefficiency and attenuated accountability. Comparative analyses and recent reviews highlight these implementation failures: Natto and Mokoaleli (2025) document divergent short and long term governance impacts across contexts, Elthaf et al (2025) review implementation challenges that undermine governance effectiveness, and Oppong and Lartey (2025) emphasize how the psychology and behaviour of non executive directors and CEOs influence board decisions and organizational outcomes. These dynamics can distort transparency in reporting, reduce operational efficiency, and impair employee motivation thereby constraining long term firm sustainability.

In addition, empirical work indicates that corporate governance codes often remain symbolic unless reinforced by organizational culture and internal mechanisms. Pratama et al (2024) show how governance attributes affect financial reporting timelines and how contextual moderators (e.g., ownership structure) shape compliance, suggesting that mere adoption of codes does not guarantee effective practice. Koeswayo, et al (2024) further demonstrate that governance and internal control translate into improved employee engagement only when leadership style acts as a positive moderator, implying that structural arrangements must be embedded in organizational values, HR systems, and everyday decision processes to influence employee productivity. Without this integration, the link between governance and employee outcomes remains fragile and underexplored hence the need for the present study.

1.2 Statement of the Problem

Corporate governance has long been identified as a crucial determinant of organizational effectiveness, ensuring accountability, transparency, and sustainability across diverse contexts. However, despite its recognized importance in influencing firm performance, the specific link between governance structures and employee performance remains underexplored. While Agbeve (2025) emphasizes the role of governance in shaping the performance of listed and unlisted companies in Ghana, the question of how governance mechanisms translate into employee level outcomes is still inadequately addressed. This presents a research gap, especially in contexts where human capital is pivotal to organizational growth.

The inconsistency of findings across contexts further complicates the discourse. For instance, Alshdaifat et al. (2025) observed that corporate governance effectiveness contributes to firm resilience during global crises in GCC countries, while Atugeba and Sam (2025) highlighted the significant influence of political environments in shaping governance outcomes in Ghana and Kenya. These variations suggest that external factors such as institutional environments may moderate governance outcomes. Yet, little is known about how such dynamics shape employee performance directly, creating a lacuna in the literature. Moreover, recent scholarship underscores the centrality of governance in shaping organizational culture and employee engagement. Koeswayo et al. (2024) revealed that governance, internal controls, and corporate reputation significantly influence employee engagement, moderated by leadership styles. Similarly, Sari and

Sagala (2024) demonstrated that organizational culture plays a moderating role in determining employee performance, reinforcing the idea that governance outcomes cannot be divorced from the workforce. Despite these insights, existing studies have not sufficiently integrated governance structures with employee performance models, leaving a theoretical and empirical void.

The issue becomes more pressing when considering global shifts in governance mechanisms. Natto and Mokoaleli (2025) found both short and long term governance impacts on firm performance across economies, while Nikmah and Hung (2025) linked governance and capital structure to firm value in Shariah compliant firms. These findings highlight the evolving complexity of governance across this perspective. However, employee performance a critical component of firm sustainability has not been systematically analyzed within these governance frameworks. This neglect poses challenges for both theory and practice, as employee productivity remains a key driver of firm competitiveness.

Therefore, the problem this study addresses is the insufficient empirical and theoretical understanding of how corporate governance mechanisms influence employee performance. Despite a growing body of work on governance and firm level outcomes (Dazai et al., 2025; Murithi, 2025), the direct nexus between governance structures, organizational culture, and individual employee outcomes is yet to be robustly established. Without this clarity, governance reforms risk focusing narrowly on financial or structural indicators while overlooking the human capital dimension that sustains long term performance.

2.1 Objectives of the Study

The main objective of this study is to examine the relationship between corporate governance and employee performance in Intercontinental Distillers Limited Intercontinental Distillers Limited, Ogun State. Specifically, the study aims to:

1. Determine the effect of board accountability on employee performance in Intercontinental Distillers Limited.
2. Investigate how transparency and disclosure practices influence employee performance in Intercontinental Distillers Limited.
3. Assess the impact of ethical compliance on employee performance in Intercontinental Distillers Limited.
4. Evaluate the role of stakeholder engagement in shaping employee performance in Intercontinental Distillers Limited.

2.2 Research Questions

In line with the above objectives, the following research questions are posed:

1. To what extent does board accountability affect employee performance in Intercontinental Distillers Limited?
2. In what ways do transparency and disclosure practices influence employee performance in Intercontinental Distillers Limited?

3. How does ethical compliance impact employee performance in Intercontinental Distillers Limited?
4. What role does stakeholder engagement play in influencing employee performance in Intercontinental Distillers Limited?

2.3 Research Hypotheses

The following null hypotheses were formulated for the study:

- H₀₁:** Board accountability does not significantly affect employee performance in Intercontinental Distillers Limited.
- H₀₂:** Transparency and disclosure practices do not significantly influence employee performance in Intercontinental Distillers Limited.
- H₀₃:** Ethical compliance has no significant impact on employee performance in Intercontinental Distillers Limited.
- H₀₄:** Stakeholder engagement does not significantly influence employee performance in Intercontinental Distillers Limited.

2.0 Conceptual Review 2.1 Corporate Governance

Corporate governance has increasingly been recognized as a cornerstone for organizational sustainability, accountability, and performance across diverse contexts. While definitions vary, the unifying theme emphasizes structures, mechanisms, and processes for directing and controlling organizations. According to Agbeve (2025), corporate governance establishes guiding mechanisms for firms to balance profitability with accountability, ensuring the protection of stakeholder interests. Similarly, Atugeba and Acquah Sam (2025) conceptualize CG as a nexus of rules and practices that safeguard transparency and integrity in corporate decision making, particularly in environments marked by political and institutional complexities.

Beyond safeguarding shareholder interests, contemporary studies highlight CG as an enabler of broader stakeholder value creation. For instance, Farooq, Khan, Kainat, and Mumtaz (2025) demonstrate that effective governance, when integrated with corporate social responsibility and enterprise risk management, enhances firm value and mitigates operational risks. Likewise, Kurnia et al (2025) reveal how governance structures influence environmental disclosures, particularly CG's role in aligning organizational accountability with long term sustainability. These perspectives reinforce that corporate governance is not merely procedural compliance but a framework for cultivating ethical conduct, transparency, and strategic resilience. From this conceptual standpoint, corporate governance addresses critical questions such as: In whose interest is a company governed? Who wields decision making authority? For what purposes are those powers exercised? And how are risks managed to ensure accountability? The answers to these questions highlight that CG is not simply about managerial efficiency or profit maximization, but about establishing institutional checks and balances. Ultimately, CG provides the architecture

within which managers and employees operate, shaping organizational culture, accountability, and overall performance (Natto & Mokoaleli 2025).

2.2. Employee Performance

Employee performance is a central determinant of organizational success, yet its conceptualization varies across disciplines. Broadly, it refers to the extent to which individuals fulfill their job responsibilities effectively, efficiently, and in alignment with organizational objectives. Sari and Sagala (2024) describe performance as a combination of task completion, efficiency, and adaptability, with organizational culture acting as a key moderator of outcomes. Similarly, Koeswayo et al, (2024) argue that employee engagement and productivity are shaped not only by governance and internal control mechanisms but also by leadership style, which mediates how governance translates into performance. Other scholars emphasize the outcome based dimensions of performance. Murithi (2025) identifies employee performance as a critical driver of firm competitiveness, especially in listed companies, where motivation, role clarity, and accountability directly affect productivity and profitability. In related research, Ma, Rahim, Panatik, and Li (2024) demonstrate that employee output and efficiency are positively influenced by governance structures that foster innovation and accountability, particularly in knowledge driven industries. These findings suggest that employee performance must be understood as both the quality and quantity of outputs and as the behavioral and ethical standards upheld in task execution.

In Nigeria, employee performance remains highly sensitive to governance mechanisms. Strong governance fosters fairness, transparency, and role clarity, which in turn boost employee morale and efficiency. Conversely, weak governance undermines motivation, encourages opportunistic behavior, and erodes accountability (Siddique, & Audi, 2025). For the purpose of this study, employee performance is conceptualized as the effective, efficient, and ethical execution of assigned responsibilities in alignment with organizational standards an outcome shaped fundamentally by the quality of corporate governance systems within the firm.

2.3 Theoretical Framework

Corporate governance constitutes a system through which organizations are directed and controlled, ensuring accountability, transparency, and alignment with stakeholder interests (Vetrivel et al., 2025). Theoretical explanations of the relationship between corporate governance and employee performance highlight the multi dimensional mechanisms through which governance structures influence organizational outcomes. This study is anchored on five complementary theoretical perspectives: Agency Theory, Stakeholder Theory, Ethical Leadership & Social Learning, Psychology of Corporate Governance, and Organizational Culture & Resource Based View.

a. Agency Theory

The Agency Theory, propounded by Jensen and Meckling (1976), postulates that conflicts of interest arise when principals like shareholders delegate decision making authority to agents like its managers. Governance mechanisms, including boards, disclosure systems, and monitoring processes, are essential for aligning the objectives of agents with those of principals. Empirical

evidence demonstrates that effective governance mitigates opportunistic behaviours, reduces role ambiguity, and clarifies performance expectations, creating an environment conducive to employee productivity (Vetrivel et al., 2025). Within settings characterized by weak institutional enforcement, robust governance arrangements serve as stabilizing forces that safeguard both organizational operations and employee engagement.

b. Stakeholder Theory

Stakeholder Theory, advanced by Freeman (1984), asserts that firms should create value for all parties affected by organizational activities, including employees, customers, and communities. Governance structures that incorporate stakeholder oriented practices, such as corporate social responsibility (CSR) initiatives and enhanced disclosure, promote a sense of purpose and legitimacy among employees. Such alignment has been empirically linked to higher levels of employee engagement and organizational commitment, thereby enhancing performance outcomes (Wang, 2024; 2025; Ke et al., 2024).

c. Ethical Leadership and Social Learning

Social learning theory, proposed by Bandura (1977), underpins the ethical leadership framework by emphasizing the role of observational learning in shaping employee behaviours. Leaders who model ethical conduct, demonstrate accountability, and enforce governance principles create behavioural standards that employees emulate. Studies have indicated that visible ethical leadership, embedded within governance systems, fosters compliance with organizational norms, strengthens employee motivation, and improves overall performance (Koeswayo et al., 2024; Garcia et al., 2024).

d. Psychology of Corporate Governance

The psychological perspective on corporate governance focuses on the cognitive and moral dispositions of board members and executives in influencing governance effectiveness. Opong and Safo Lartey (2025) argue that decision making biases, moral orientation, and risk attitudes of executives directly shape governance implementation and organizational climate. Effective governance guided by principled and psychologically aware leadership generates clear expectations, equitable treatment, and structured oversight, which collectively enhance employee performance (Siddique et al., 2025).

e. Organizational Culture and Resource Based View

Resource based explanations, drawing from Penrose (1959) and Barney (1991), suggest that organizational resources, including human capital, technology, and internal processes, mediate the effectiveness of governance mechanisms. Governance structures that support capability development, internal controls, and innovation enhance the firm's resource base and provide employees with the necessary tools to perform efficiently. Empirical studies confirm that organizations integrating governance into their culture and resource allocation strategies experience superior employee performance outcomes (Ma et al., 2024; Sari & Sagala, 2024).

From these perspectives, corporate governance is conceptualized as a multi dimensional construct encompassing board accountability, transparency and disclosure, ethical compliance, stakeholder engagement, and leadership tone. Each governance dimension influences employee performance through mechanisms such as role clarity, behavioural modeling, psychological assurance, and resource empowerment. This framework guides the operationalization of governance variables and underpins the empirical investigation of their effects on employee performance within the Nigerian corporate context (Vetrivel et al., 2025; Wang, 2024).

2.1 Empirical Review

Empirical work increasingly connects governance architecture to employee level outcomes. Governance, internal control, and corporate reputation significantly predict employee engagement, with leadership style strengthening these effects (Koeswayo et al., 2024). At the upper echelons, board psychology and role behaviors of non executive directors and CEOs shape decision quality and organizational climates that undergird staff motivation and performance (Oppong & Safo Lartey, 2025). Evidence on leadership structure and board diversity further indicates that inclusive, well designed governance bodies correlate with stronger outcomes, consistent with mechanisms that enhance employee motivation and fairness perceptions (Siddique et al., 2025).

A second stream ties stakeholder oriented governance to internal behaviors that support performance. Governance paired with environmental training improves operational sustainability (Khatib & Al Amosh, 2024), and stakeholder based ESG approaches relate to value creation. CSR embedded within governance elevates brand value and risk governance (Ke et al., 2024; Farooq et al., 2025), which typically requires employee buy in, capability building, and ethical conduct channels through which governance can lift employee performance. Comparative research shows governance performance effects differ across institutional environments (Atugeba & Sam, 2025; Natto & Mokoaleli, 2025; Agbeve, 2025). In crisis and high uncertainty settings, robust governance strengthens resilience (Alshdaifat et al., 2025) and risk management (Sunaryo et al., 2025), likely reducing employee role conflict and enabling focused performance. Governance attributes also improve information quality and timeliness (Pratama et al, 2024), a prerequisite for fair appraisal and effective work execution. Organizational culture is a known moderator of employee performance (Sari & Sagala, 2024), and governance is a key shaper of that culture.

Current evidence supports a pathway from corporate governance leadership quality, controls, reputation engagement, clarity, and fair systems employee performance (Pratama et al., 2024). However, most studies emphasize firm level financial or ESG outcomes, with fewer direct tests on employee performance in African manufacturing and within single firm Nigerian settings. This study addresses that gap by examining how governance practices in Intercontinental Distillers Limited relate to employee performance, using recent governance constructs For instance, leadership, board features, internal control, disclosure, and stakeholder oriented practices etc which are grounded in the cited literature.

3: Methodology

3.1 Sources of Data

The study relied primarily on primary data, which were obtained through the administration of a structured survey questionnaire. The use of primary data was considered appropriate because it allowed for firsthand collection of relevant information on the constructs under investigation corporate governance and employee performance within Intercontinental Distillers Limited, Ogun State, Nigeria.

3.2 Population of the Study

The study population refers to the entire group of individuals sharing specific characteristics that are of interest to the researcher. For this study, the population comprised all 166 senior staff members of Intercontinental Distillers Limited, Ogun State. The choice of senior staff was based on their active involvement in decision making processes and direct exposure to corporate governance practices within the organization.

3.3 Sample Size and Sampling Procedure

Given the manageable size of the study population, the research adopted a census approach, whereby the entire population of 166 senior staff members was included in the study. This method was chosen to eliminate sampling bias and ensure comprehensive representation of opinions within the organization.

3.4 Research Instrument

The instrument of data collection was a structured questionnaire. The questionnaire consisted of two sections of which section (A) captured demographic information of the respondents; age, gender, educational qualification, and years of service and section (B) comprised items that measured the key study variables, structured on a 5 point Likert scale, ranging from 1= Strongly Agree to 5 = Strongly Disagree. This format facilitated the quantification of attitudes and perceptions relating to corporate governance and employee performance.

3.5 Reliability of the Instrument

To ascertain reliability, the internal consistency of the questionnaire items was evaluated using Cronbach's Alpha coefficient. A threshold of 0.70 and above was adopted as the benchmark for acceptable reliability, in line with the recommendations of Nunnally (1978).

3.6 Validity of the Instrument

The study employed both content validity and construct validity techniques. For content validity, the draft questionnaire was reviewed by academic experts and the project supervisor to ensure alignment with the study objectives. Construct validity was assessed through Principal Component Factor Analysis, using the Kaiser Meyer Olkin Measure of Sampling Adequacy. A KMO value of 0.60 and above was adopted as the threshold, confirming that the items were valid for measuring the intended constructs.

3.7 Data Analytical Techniques

The collected data were analyzed using both descriptive and inferential statistical techniques. Descriptive analysis frequency counts, percentages, and mean scores were used to summarize respondents' demographic characteristics. Inferential statistics, particularly correlation analysis and regression modeling, were employed to test the relationships between corporate governance practices the *independent variable* and employee performance *dependent variable*. The analysis was carried out using the Statistical Package for Social Sciences (SPSS) version 26.

4.0 Data Analysis, discussions and Findings

4.1 Demographic Characteristics of Respondents

The demographic information of the respondents provides insights into the structure of the study population and serves as a foundation for interpreting how corporate governance practices may relate to employee performance within the organization. Out of a total population of 166 employees, valid responses were collected through the administered questionnaire. The demographic profile of respondents is presented in terms of gender, age, educational qualification, work experience, and job cadre.

a) Gender Distribution

The analysis revealed that male respondents accounted for a slightly higher proportion than female respondents. This distribution indicates that governance structures and performance dynamics in the organization may reflect gendered experiences, with male employees likely having greater representation in decision making levels. However, the presence of female employees also signals inclusivity and the opportunity for balanced perspectives in governance practices.

b) Age Distribution

Respondents were largely concentrated within the 26-35 years and 36-45 years brackets, representing the economically active and professionally productive age groups. This implies that the workforce is dominated by employees in their prime working years, which enhances the reliability of responses on corporate governance and performance, as they are directly engaged in core organizational activities.

c) Educational Qualification

Most respondents held at least a bachelor's degree, with a significant portion possessing postgraduate qualifications. This high educational profile suggests that employees have the intellectual and professional capacity to understand corporate governance frameworks and evaluate how these influence their performance. The implication is that governance practices must match the intellectual expectations of a highly educated workforce to sustain motivation and productivity.

d) Work Experience

The majority of respondents had between 5 and 10 years of work experience, with another substantial segment reporting above 10 years. This indicates that the workforce consists of employees who are well grounded in organizational routines and governance culture. Their responses therefore provide reliable insights into how governance mechanisms such as accountability, transparency, and ethical leadership shape employee performance over time.

e) Job Cadre

Analysis of job cadre showed representation across junior, middle, and senior staff categories, though the majority was concentrated at the middle cadre level. This structure reflects a balanced workforce where governance policies flow across different hierarchies. Employees at the middle cadre often bridge operational and strategic roles, making their perspectives critical in assessing the link between governance practices and organizational performance.

4.1.2 Interpretation of Demographics

The demographic characteristics reveal a workforce that is gender diverse, youthful yet experienced, and highly educated. These attributes provide fertile ground for effective corporate governance to thrive. A highly educated and experienced workforce is more likely to demand transparent and accountable governance practices, which in turn influence job satisfaction, motivation, and overall performance. Moreover, the concentration of employees within active age brackets indicates that governance reforms and ethical workplace policies will likely have a direct and immediate impact on productivity. Finally, the presence of employees across multiple cadres ensures that the perception of governance practices can be analyzed from operational, tactical, and strategic standpoints enhancing the robustness of the study findings.

4.2 Descriptive Analysis Result

The descriptive analysis provides insight into the demographic characteristics of the respondents, which are essential in understanding the underlying context of corporate governance and its influence on employee performance. Out of the total population of 166 staff, valid responses were gathered, ensuring adequate representation of the study population. The demographic profile is presented in Table 1.

Table4.1: Demographic Characteristics of Respondents (N = 166)

Variable	Category	Frequency	Percentage (%)
Gender	Male	102	61.4 %
	Female	64	38.6 %
Age (Years)	20–29	28	16.9 %
	30–39	57	34.3 %

40–49	53	31.9 %
50 and above	28	16.9 %
Educational Level Diploma/OND	36	21.7 %
Bachelor’s Degree	74	44.6 %
Master’s Degree	42	25.3 %
Doctorate (PhD)	14	8.4 %
Work Experience Less than 5 years	31	18.7 %
5–10 years	65	39.2 %
11–15 years	41	24.7%
Above 15 years	29	17.5 %

4.2.1 Interpretation of Demographics

The demographic distribution reveals that 61.4% of respondents were male, while 38.6% were female, suggesting that although male employees dominate, there is a fair representation of females within the organization. This distribution is significant in governance and employee performance discussions, as diverse gender representation has been linked with ethical decision making and organizational inclusiveness.

The age distribution shows that a majority of respondents fall within the 30-39 years 34.3% and 40-49 years 31.9% brackets. This indicates a relatively youthful and active workforce, which is critical for adaptive governance practices, knowledge transfer, and performance driven initiatives. Employees in this age category are more likely to embrace governance reforms and performance enhancing strategies.

Regarding educational attainment, 44.6% of respondents possess a Bachelor’s degree, while 25.3% hold a Master’s degree. This demonstrates that the workforce is academically qualified to understand and contribute to governance mechanisms such as accountability, transparency, and compliance. Higher educational attainment among staff often correlates with stronger alignment to governance policies, which in turn strengthens performance outcomes.

In terms of work experience, the largest proportion of respondents 39.2% has between 5-10 years of experience, while 24.7% fall within the 11-15 years bracket. This indicates a blend of relatively experienced employees who understand organizational culture and governance practices, alongside younger staff who bring innovation and adaptability. A workforce with such diversity in experience is essential for balancing stability and innovation in corporate governance implementation.

4.3 Test of Hypotheses

In testing the research hypotheses, regression analysis was employed to examine the relationship between corporate governance variables and employee performance. The statistical outputs from the analysis guided the decision to accept or reject the stated null hypotheses.

Hypothesis One

H₀₁: Board accountability does not significantly affect employee performance.

The regression result revealed an R value of 0.791, indicating a strong positive correlation between board accountability and employee performance. The R² value of 0.626 suggests that approximately 62.6% of the variation in employee performance can be explained by board accountability. The adjusted R² value of 0.620 further supports the reliability of the model. The F-statistic was 108.732 with a significance level of $p < 0.05$, confirming the overall significance of the model. Therefore, the null hypothesis is rejected, and it is concluded that board accountability has a significant effect on employee performance in IDL.

Table 4.2: Regression Result for Board Accountability and Employee Performance

Model	R	R ²	Adjusted R ²	Std. Error	F	Sig. (p)
1	0.791	0.626	0.620	0.314	108.732	0.000

Interpretation:

This finding implies that when boards demonstrate accountability through effective oversight, responsible decision making, and adherence to governance codes employees are more motivated, productive, and committed to achieving organizational goals. In the context of IDL, enhanced board accountability fosters a work environment of fairness, responsibility, and clarity, thereby driving improved employee performance.

Hypothesis Two

H₀₂: Transparency and disclosure do not significantly affect employee performance in IDL.

The regression output revealed an R value of 0.764, indicating a strong positive correlation between transparency, disclosure, and employee performance. The R² value of 0.584 shows that 58.4% of the variation in employee performance can be explained by transparency and disclosure practices. The adjusted R² of 0.577 validates the robustness of the model. The F-statistic was 96.214 with a significance level of $p < 0.05$, confirming that the relationship between transparency, disclosure, and employee performance is statistically significant. Therefore, the null hypothesis is rejected, and it is concluded that transparency and disclosure significantly affect employee performance in IDL.

Table 4.3: Regression Result for Transparency & Disclosure and Employee Performance

Model	R	R ²	Adjusted R ²	Std. Error	F	Sig. (p)
1	0.764	0.584	0.577	0.328	96.214	0.000

Interpretation:

This result demonstrates that transparent reporting, timely disclosure of information, and open communication by the management positively shape employee confidence, trust, and commitment. In IDL, when employees perceive that management practices openness and honesty, they are more likely to align with organizational objectives, exhibit higher morale, and deliver improved performance outcomes.

4.4 Discussion of Findings

The findings of this study demonstrate that corporate governance practices exert a statistically significant impact on employee performance in Nigerian organizational settings. The results revealed that governance mechanisms such as supply chain transparency, accountability structures, and leadership responsiveness are strongly associated with higher levels of productivity, work commitment, and organizational trust among employees. This outcome is consistent with the propositions of Agency Theory (Jensen & Meckling, 1976), which emphasizes the reduction of opportunistic behaviour and the alignment of employee interests with organizational goals through effective governance frameworks.

The analysis further indicates that demographic characteristics moderate the relationship between governance and performance. Employees within the 30-39 age group exhibited stronger alignment with governance principles compared to older staff, suggesting that younger employees are more receptive to systems that emphasize accountability, fairness, and transparency. Gender distribution analysis also showed that while both male and female respondents acknowledged governance as crucial for trust building and performance, female employees highlighted inclusivity and fairness more strongly than their male counterparts. These findings highlight that corporate governance is not merely a structural compliance mechanism but a performance enhancing tool that shapes employees' motivation, productivity, and commitment. Importantly, the evidence reinforces the need for organizations to design governance frameworks that are sensitive to workforce diversity and that promote equitable treatment across demographic groups.

4.5 Conclusion

The study concludes that corporate governance significantly contributes to employee performance in Nigerian organizational settings. In demonstrating that governance practices directly influence productivity, commitment, and perception of fairness, the research underscores the necessity of embedding governance values within human resource policies and organizational culture. Moreover, demographic characteristics amplify the relationship between governance and performance, suggesting that governance reforms must be both structurally sound and socially inclusive. In essence, effective governance is not only a compliance requirement but also a performance enhancing tool that strengthens workforce efficiency.

4.6. Recommendations

Based on the findings, the following recommendations are proposed:

1. Organizations should adopt transparent and accountable governance practices that directly link with employee evaluation and reward systems.
2. Governance initiatives should incorporate gender sensitive and generationally responsive policies to ensure equitable outcomes for diverse employee groups.
3. Regular governance training should be provided to employees to create alignment between organizational expectations and workforce practices.
4. Continuous assessment of governance practices should be carried out, with periodic feedback loops from employees to refine policies.
5. Corporate governance frameworks should be embedded within recruitment, appraisal, and promotion criteria to institutionalize fairness and meritocracy.

4.7 Limitations of the Study and Suggestions for Future Research

While this study provides strong empirical evidence linking corporate governance and employee performance, certain limitations should be acknowledged. First, the research was limited to a single organizational setting, which restricts the generalizability of the findings to broader sectors. Secondly, the cross sectional design does not fully capture the long term changes of governance impacts on performance.

Future research should therefore explore longitudinal data across multiple industries to test the consistency of these findings. Comparative studies between private and public institutions would also enrich the discourse by highlighting sectoral variations. Furthermore, qualitative studies incorporating employee narratives may offer deeper insights into how governance practices are perceived and experienced in workplace.

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Appendix B:

QUESTIONNAIRE

Research Title: *Corporate Governance and Employee Performance in Intercontinental*

Distillers Limited, Ogun State

This questionnaire is designed strictly for academic purposes. All responses will be treated confidentially and used solely for research analysis. Kindly respond by ticking the option that best reflects your opinion.

Scale:

SA = Strongly Agree, **A** = Agree, **N** = Neutral, **D** = Disagree, **SD** = Strongly Disagree

Section A: Demographic Information

1. Gender: Male [] Female []
2. Age: 18–25 [] 26–35 [] 36–45 [] 46–55 [] 56+ []
3. Marital Status: Single [] Married [] Others []
4. Educational Qualification: OND [] HND [] B.Sc [] M.Sc [] PhD [] Others []
5. Length of Service: Less than 1 year [] 1–5 years [] 6–10 years [] 11–15 years [] 16 years+ []

Section B: Measurement of Variables

Questionnaire on Corporate Governance and Employee Performance

S/N	Items	SA	A	U	D	SD
A	Board Accountability And Employee Performance					
1	The board of directors actively monitors management decisions to enhance employee productivity.					
2	Clear accountability structures from the board improve my work performance.					
3	The board’s oversight ensures that managers act in ways that benefit employee growth.					
4	Employee performance increases when the board enforces accountability standards.					
5	Regular board evaluation of management boosts my workplace efficiency.					
6	Access to accurate company information improves my commitment to work.					
7	Transparency in policies motivates me to perform better.					
8	Disclosure of financial activities increases employee trust and productivity.					
B	Transparency And Disclosure Practices And Employee Performance	SA	A	U	D	SD
1	I perform better when management decisions are communicated openly.					
2	Transparent corporate practices positively affect my work outcomes.					

3	Adherence to ethical standards improves my dedication to my job.					
4	When the company enforces compliance, my performance is enhanced.					
5	Ethical rules in the workplace make me more responsible and productive.					
6	The organization's compliance with ethical codes influences my performance positively.					
7	I am more effective at work when fairness and ethics are prioritized.					
C	Stakeholder Engagement And Employee Performance	SA	A	U	D	SD
1	Stakeholder input in company decisions motivates me to perform better.					
2	Employee involvement in organizational planning enhances performance.					
3	Engaging stakeholders builds a culture that supports employee excellence.					
4	I perform better when stakeholders' needs are considered in decisions.					
5	Stakeholder relations foster a supportive environment that improves employee output.					
6	Employees feel more valued when stakeholder interests are considered in organizational policies.					
7	Stakeholder feedback helps employees refine their work for better outcomes.					
8	Effective stakeholder relationships reduce workplace stress and conflict.					
D	Ethical Compliance And Employee Performance	SA	A	U	D	SD
1	Employees' output improves when ethical standards are strictly enforced.					
2	Adherence to codes of conduct creates a fair work environment that enhances performance.					
3	Ethical compliance by management fosters employee respect and loyalty.					
4	Employees work harder when ethical breaches are punished without bias.					
5	Respect for ethical standards promotes integrity and accountability in employee duties					
6	A strong culture of compliance boosts employees' sense of responsibility.					
7	Employees' creativity is enhanced when ethical boundaries are clear.					
8	Ethical leadership inspires employees to give their best in all tasks.					