

Workplace Ethics and Organizational Performance of Hospitality Industry in Rivers State

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Abstract: *The purpose of this research was to analyze how workplace ethics affect the success of businesses in the hospitality sector in Port Harcourt. This study used a cross-sectional survey approach to collect data from 197 people working in the hotel sector at 20 different companies in Port Harcourt. This research took the form of a census, with information gathered through the use of duplicate questionnaires given to participants in person. Organizational performance metrics were correlated with trustworthiness and integrity in the workplace using Spearman's rank-order correlation, a bivariate study (operational efficiency and organizational reputation). It was shown through statistical research that there is a positive and substantial correlation between ethical norms in the workplace and many indicators of business success. The research indicated that the hotel business in Port Harcourt might benefit greatly from a greater emphasis on workplace ethics, particularly trustworthiness, honesty, and politeness. Employees in the hotel business were told, among other things, that being honest and doing the right thing in every situation would help the industry's reputation as a whole.*

Keywords: *trustworthiness, integrity, workplace ethics, organizational performance, operational efficiency and organizational reputation.*

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1.0 Introduction

The dynamic nature of the business world has affected all organizations, irrespective of their industry, philosophy and size. The hospitality industry is not left out as its performance has been greatly influenced in recent times owing to both internal and external factors like insecurity, upsurge in the price of petroleum product and global pandemic (COVID-19). The ideal of increasing the performance of the hospitality industry has become more relevant in order to sustain their continuity in the industry. The continuity and survival of an organization is a function of how effective they are in carrying out their activities in the industry (Issa, Akhigbe & Nwuche, 2021). Enhancing organizational performance enables firms to withstand turbulence and to maintain a competitive position over a period of time. It is worthy to note that for any organization to maintain the position of a market leader in the industry, such firms must remain effective and ensure optimal performance in all its operations.

How well an organisation is doing in terms of achieving its stated aims and objectives is shown by its organisational performance (Ouma & Kombo, 2016). In addition, organisational performance is an indicator of how successfully a company achieves its objectives, based on Suhaq, Solangi, Larik, Lakho, and Tagar (2017). A firm's performance, according to Arokodare and Asikhia (2020), is what it does through using its assets to carry out its activities. Additionally, Vitalis, Agbeaze, Joseph, and Solomon (2019) contended that in order to keep up ecological dynamism and thrive in the business world, management has been driven by firm competitions to concentrate on performance enhancement strategies. Nkemchor and Ezeanolue (2021) opined that the performance of organization is enhanced when they are able obtain and prudently employ its limited assets and valuables. The continuous assessment of the performance of the firm is relevant in order to know their area of weakness, strength and available opportunities that can be exploited. Enhancing the performance of hospitality industry will lead to increased economic activities in the country, boost the rate of gross domestic product and increase employment opportunities. Increasing firms' performance also help boost the shareholders confidence on the organization.

It is worthy to note that no organization can survive and maintain its continuity concept when they are not able to maintain a favourable performance in the industry. Some of the measures of organizational performance that have been used by scholars include customer loyalty, competitive advantage, perceived organizational image, organizational reputation, quality of products and services, customers satisfaction, operational efficiency, resource utilisation and employee morale (Kotane & Kuzmina-Merlino, 2011; Issa, Akhigbe & Nwuche, 2021). One of the issues that organization has been facing in recent times is how to deal with their various stakeholders while maintain high standard of ethical values. This is because the concept of workplace ethics a valuable tool in achieving and sustaining a favourable position and in boosting he firms reputation in the industry.

Workplace ethics, usually referred to as ethics at work, can relate to both the ethics—or absence of them—of a company as well as the ways in which individuals conduct themselves and their work attitudes (Omisore, *et al.*, 2015). Workplace ethics can be interpreted in two ways. The first is how the person controls his or her self within the workplace, while the second are the workplace culture's principles and the way the company handles themselves both internally and externally. Each of such elements may affect work ethic, staff turnover, devotion, efficiency, and staff happiness. It alludes to moral principles or guidelines that specify workplace or occupational ethics. Some characteristics of workplace ethics include sincerity, reliability, civility, credibility, empathy, bravery, honour, obligation, patriotism, regard, and equality (Odu & Akhigbe, 2018; Adeyeye, 2010).

Several studies have been done by researchers in an attempt to address the issue of organizational performance. Emeka, Nwadiolor and Nweze (2020) investigated how non-financial disclosure relates with performance of firms in Nigeria. They observed that non-financial disclosure impacts on corporate performance. Arokodare and Asikhia (2020) inquired into how strategic agility relates with firm's performance. The study observed that strategic agility helps in achieving higher performance in organization. Ibrahim and Daniel (2019) found that the way a manager leads has an effect on output. Alkhajeh (2018) also noted that leadership style help in boosting organizational performance. Although work has been done by previous scholars, there are scanty empirical work that has examined how workplace ethics relates with organizational performance of hospitality industry in Port Harcourt. There is paucity of studies that have investigated the moderating influence of leadership intelligence on the relationship between workplace ethics and organizational performance. This work intends to bridge this existing gap by examining the relationship between workplace ethics and organizational performance of hospitality industry in Port Harcourt.

Statement of the Problem

The hospital industry has been faced with high level of turbulence in recent times which has negatively affected their performance and sustainability in the business domain. The hospitality industry is made up of many firms which contributes to the economy growth and development in various ways. For instance, the hotels which is one of the firms in the hospitality industry has experienced a very turbulent moment as a result of corona virus disease pandemic which resulted in low level of patronage and which has affected their performance in no small measure. Low level of organizational performance is very detrimental to the sustainability and continuity of the organization (Oyinkoko & Onuoha, 2021).

No organization can survive above its level of performance and inability of the organization to perform effectively will result in loss of competitiveness. However, FAAN (2017) notes that several Nigerian airlines have been experiencing operational issues for almost ten years, which lead to reductions in service offerings and, in the worst case, retraction and sale. The problem of low level of performance have manifested in their inability to easily adapt to the changing nature of the business domain which have affected their performance over the years. Akhigbe and Worlu (2020) observed that the problem of poor performance and efficiency in organizations is one of the challenges that have weakened the competitive ability of those firms in Nigeria.

The problem of inadequate output from a few of the companies in the hospitality industry have also manifested in their inability to accomplish high market share and to ensure maximal return on investment which could thus lead to dissatisfaction of shareholders and withdrawal of their stake from the organizations. Furthermore, the high liquidation of some of the firms in Nigeria as a result of low level of performance have intensified hardship and also increase the unemployment rate in the country. The hospitality industry is mostly into service rendering and thus a high level of workplace ethical practices is very relevant in order to sustain their credibility and reputation in the industry. Dealing with customers with high sense of trustworthiness will help enhance the firm's corporate image which will likely impact positively on their performance. However, if a firm is dishonest in their dealings, such could erode the firms' chances of attracting loyal customers which may affect their performance in the long run. According to Fatile (2013), workplace ethics help to address standards or norms of human behaviour which may thus impact on the organizational outcomes. Although works have been done to address the problem of performance, there is still low level of organizational performance in the hospitality industry in Port Harcourt. This study thus seeks to address this problem by examining how workplace ethics in terms of trustworthiness, integrity and civility relates with organizational performance of hospitality industry in Port Harcourt.

Objectives of the Study

The specific objectives are to examine the relationship between;

- i. Trustworthiness and operational efficiency.
- ii. Trustworthiness and organizational reputation.
- iii. Integrity and operational efficiency.
- iv. Integrity and organizational reputation.

Research Hypotheses

The following research hypotheses served as tentative answer to the above research questions;

Ho₁: There is no significant relationship between trustworthiness and operational efficiency of hospitality industry in Port Harcourt.

Ho₂: There is no significant relationship between trustworthiness and organizational reputation of hospitality industry in Port Harcourt.

Ho₃: There is no significant relationship between integrity and operational efficiency of hospitality industry in Port Harcourt.

Ho₄: There is no significant relationship between integrity and organizational reputation of hospitality industry in Port Harcourt.

2.0 Review of Literature

Utilitarianism theory was used. All variants of utilitarianism are based on the fundamental idea of maximising utility, which is often expressed with regard of well-being or similar ideas. The utilitarian ethical theory holds that a course of action is morally just if it promises to outperform all other options or maximize expected benefit under the given conditions.. It is anticipated that this will increase the happiness of the maximum number of people. Utilitarianism, a kind of consequentialism, maintains that the outcomes of any action are the only factors that should be used to judge what is good or wrong. Utilitarianism, in Mill's view, aligns with "natural" emotions arising from humanity's social character. According to Beck and Kant (1959), an action is only in accordance with the notion of utility if it has the potential to cause greater happiness or joy or to avert greater pain or misery than any other possible course of action. In other words, the wellbeing of persons alone determines the value of an action's consequences, and the importance of an action's outcomes is the only factor that determines its morality. The proper action in any situation is the one that, when considered objectively, gives equal weight to the interests of all parties involved and results in the best overall outcome (Bentham Jeremy, 1832), a proponent of utilitarianism, held that "pain and pleasure" were the two sovereign masters that Nature had placed over men (Bentham, Burns & Hart, 1996). Bentham adopted a maxim from a Scots-Irish philosopher named Francis Hutcheson who had stated it at the beginning of the eighteenth century: "That behavior is best which procures the greatest happiness for the greatest numbers." Because the theory advocated evaluating each action based on its utility, or usefulness in producing particular kinds of consequences, it came to be known as utilitarianism (David, 2002). This argument is pertinent to the work at hand because, should an organisation embrace utilitarianism as its driving ethic, people would naturally internalise these ideas as ethically required which will guild their actions and may impact their performance..

Concept of Workplace Ethics

A system of guidelines that define appropriate behavior in organization is referred to as ethics. Ethics serve as a guide for moral behaviour in daily life and help us decide if what we are doing is proper. When we talk about ethics, we mean how society views the right way for us to live each day (Anyam 2016). It does this by establishing norms of conduct around which we can model our behaviours. The concepts of ethics are most strongly associated with the terms truth, integrity, equality, and justice. Therefore, one way to define

workplace ethics is as a collection of guidelines outlining appropriate behavior at work. Ethics is defined as "what we ought to do," according to Plato and Aristotle. Making judgements thus requires judgement and reasoning, which presents questions regarding what constitutes proper or improper conduct, fair or unfair, correct or incorrect (Omisore et al, 2015). It is true that ethics is concerned with morality and human conduct, as defined by various academics. The goal of ethics is to describe how things should be, not how they are. It addresses standards or norms of human behavior (Fatile, 2013). Therefore, ethics can be described as the art and discipline of using rules and frameworks to examine and address complex moral challenges, as per Rossy (2011), referenced in Msanze (2013). Any effective corporate organization is built on ethics. Ethics is described by Parhizgar & Parhizgar (2006) as the "critical investigation of cultural values to assess the viability of their forceful rightness or wrongness in terms of two major criteria: truth and fairness.

Workplace ethics are the notions that one should perform their duties diligently, above and beyond the bare minimum, and strive for excellence in all areas of their employment. The right attitude, proper behavior, respect for others, and successful workplace communication are among the qualities that make up workplace ethics (Omisore et al, 2015).

Trustworthiness

Mayer et al. (2005) state that a party's "capacity, empathy, and honesty" are what determine whether or not they are trustworthy. Based on the other party's apparent reliability, one side has faith in the other (Dirks and Ferrin, 2001). How much one individual engages constructively in achieving the goals of another party is defined as trust commitment. The extent to which the trusting party thinks a leader or organisation is reliable and respects their beliefs about the obligations they have to the community of ethics dictates their behaviour when it comes to trust (Gullett et al., 2009).

Both trust and trustworthiness are ethical concepts. They can be evaluated with an arbitrary defined continuum, based on each individual's perceptual subjective lens (Caldwell and Clapham, 2003; Hosmer, 2008). Hosmer (2008) defined trust as the point of confluence or interconnection among ethics and organisational theory when investigating the nature of trust.

Trust, according to Hardin (2006), is a way of decreasing complexity in relationships when evaluating the acts of others. Caldwell and Clapham (2003) used the Theory of Reasoned Action to describe the theoretical nature of trustworthiness. Researchers found that people make decisions about whom to trust based on their personal judgements about the other person's reliability. Trust is a two-way street, and a person's dedication and adherence to the other party are both influenced by how much they think the other person to be trustworthy (Caldwell and Hansen, 2010).

Integrity

Integrity is defined as adherence to a moral code or a system of principles, and it is an essential component of all personal and professional endeavors. It entails aligning our behaviors with our values in a number of scenarios. Integrity is a gauge of coherence and uniformity that is critical in establishing and maintaining trust. We have faith in people that uphold integrity in their behaviour, completely reveal pertinent information, are prepared to tackle challenging problems, and are forthright about their intentions and driving forces. According to the Concise Oxford Dictionary (2004), integrity is defined as "the characteristic of possessing robust moral standards" and "the condition of being complete."

Long-term successful businesses uphold basic integrity in all aspects of their operations, personnel, structures and procedures, and products and services. Even in the most trying of times, they "walk the walk." They build their contacts with clients on the concepts of honesty, integrity, and cooperation. They have high regard for their leaders, and good leadership is thought to be dependent on integrity. As to

Henein and Morissette (2007), Mills, the president and chief executive officer of Office Interiors, asserted that "your capacity to lead is destroyed" if you fail to model the values you demand of others. The relationship between a leader and those they lead is often characterised by distrust when the leader does not model the behaviours that are expected of them. There is no leadership without trust. A breach of confidence can cause irreversible damage. Individuals who see integrity violations in their leaders are more prone to lose faith in them and to become disenchanted, estranged, and/or mistrustful of the group or organisation they belong to (Bolchover, 2005). The integrity and overall goal of the organisation are consistently impacted by a declining trust in the honesty of the leadership.

Organizational Performance

Prior studies have indicated that organisational performance is a complex concept that encapsulates the many characteristics, situations, and objectives of organisations over a certain period. This led Kirby (2005) to argue that additional study on the meaning and implications of organisational performance is still needed. According to Lebars and Euske (2006), assessing organisational success requires sound judgement and an awareness of how current actions may affect outcomes in the future. The authors go on to say that depending on the assessor's background, performance could be viewed in a variety of ways.

Corvellec (2005) asserts that the concept of performance is contingent upon the time frame, organisational goals, and type of performance measurement devices employed. Notwithstanding the challenges involved when establishing what constitutes organisational performance and establishing the associated measuring parameters, Lebars and Euske (2006) contend that both economic and non-economic elements affect how well establishments and businesses operate. Similar to this, Choi and Mueller (2002) used a composite variable to measure both financial and non-financial indices to assess organizational performance. There are various ways that authors have defined performance. Given that they most closely align with the tactical objectives of the organization, customer satisfaction, and economic contributions, performance is the sum of effects of work (Bernadin, 2005). Measurement of performance takes into account the effectiveness and efficiency of actions (Neely, 2007). Everyone in the organization, or at the organizational level, must perform at a certain level in order to comprehend the outcomes that have been achieved (Kane, 2006). When every effort is focused on achieving the predetermined objectives and meeting the needs of the clients, performance is achieved.

Operational Efficiency

Regardless of the industry in which an institution operates, operational effectiveness is a critical component. It is a crucial element that fuels the survival and expansion of organizations. Efficiency is the capacity to use the least amount of resources necessary to generate an output or to achieve a result, according to Maheshwari and Argarwal (2013). It refers to achieving maximum results or output using the fewest possible resources, such as labor, time, or money (Maheshwari & Argarwal, 2013). In agreement with this viewpoint, Ndolo (2015) states that operational efficiency is associated with maximising outputs from every component of input, which might be goods or services. The input is quantified in terms of the resources—people, labour, energy, and money—used to create the output.

According to Ndolo (2015), operational effectiveness is a crucial component for any business's or institution's long-term viability. Ndolo (2015) goes on to explain that an organization's stakeholder wealth and market price per share are both impacted by its financial and operational performance. Thus according Ndolo (2015), the modern business environment has become increasingly interested in operational efficiency as a result of heightened competition, enhanced business procedures, and technological

advancement. Institutions must diversify their approaches and boost their liquid holdings due to the unpredictability of the business climate in order to lower the risk of collapse (Goel, 2012). Goel (2012) goes on to claim that there is fierce competition in the business operation environment, necessitating the necessity for organizations and businesses to work toward achieving favorable operational results in order to maintain competitive advantage. According to Gill et al. (2012), improving operational efficiency is a crucial component of every business because, in addition to being cost-effective, it has a direct impact on their profit margins.

Organizational Reputation

The idea of organisational reputation, which is both straightforward and intricate, is important to an increasing amount of management research investigations. Even though there has been a lot of academic research on organizational reputation, its definition is still up for debate. Definitions and applications can vary considerably, and the terms reputation and other closely related terms like image, prestige, validity, and position are frequently used interchangeably (Deephouse and Suchman 2008; Rindova, Pollock, and Hayward 2006). The reputation of the organisation is based on its past actions and affiliations, but it is vulnerable to abrupt shifts in the event that fresh details on earlier behaviour surface or the organization's recently announced actions or affiliations take observers by surprise. Relationships between a company and its stakeholders are influenced by the reputation of the company and changes in that reputation. Many academic areas have taken a different angle on the idea of reputation. Technique, leadership, advertising, economics, business communication, and organisation studies are a few of the disciplines that study various facets of reputation. Each of these disciplines has its own traditions of conducting research and exploring into the phenomena (Lange, Lee, and Dai 2010; Rhee and Valdez 2009; Rindova et al. 2005; Walker 2010).

The definition provided by Fombrun (2012) is more precise than the one he provided in 1996 and reads as follows: "A corporate reputation is a communal review of a business's desirability to certain categories of stakeholders compared to a set of businesses against whom the company contends for assets." Fombrun emphasises the rivalry and comparative aspect of reputation with this idea (Deephouse and Suchman 2008).

Empirical Review

Santa, MacDonald, and Ferrer (2019) investigated the direct and indirect effects of trust in online services on e-Government service user satisfaction as well as additional perspectives like the efficiency of the e-G2B system and the operational efficacy of the businesses. Initial results from a sample of Saudi e-G2B service users indicate that operational effectiveness and e-G2B system effectiveness metrics, such as System Quality, Service Quality, and Information Quality, operate as mediators between the impacts of trust and user pleasure. Moreover, they find that the most significant variables impacting customer happiness are the quality of information and operational effectiveness. In contrast to earlier studies, our results show a negative correlation between service quality and online service trust.

Dobrzykowski and McFadden (2020) utilised the Relational Resource Based View and Agency theory to understand how formal governance mechanisms like physician employment and informal mechanisms like trust may moderate important operational phenomena in hospitals. The study delves into how trust and physician employment function as moderators in the links between lean strategy, operational efficiency, process integration, and patient happiness. Lean strategy improves process integration, which in turn influences operational efficiency and patient happiness, according to an analysis of 583 data points from

302 acute care hospitals in the United States. When doctors work for the hospital, the positive relationship between lean strategy and process integration is strengthened; conversely, when doctors do not work for the hospital, the relationship is weakened. A post-hoc analysis reveals that physician employment affects the relationship between process integration and patient satisfaction. The results clarify the crucial roles that integration, physician employment, and trust play in tying strategy to results.

Chaudhary, Dhir, Ferraris, and Bertoldi (2021) conducted a critical examination and review of existing studies on reputation and trust in family business contexts to pinpoint existing research themes and potential areas for future investigation. To achieve the research goal, they identified and critically analyzed 93 studies using a strict search protocol and content analysis. They identified four clusters based on thematic analysis that reflect family business research on trust and reputation. The most important outcome is the recognition of possible research topics and themes that look into the causes and effects of reputation and trust. The results show that reputation and trust are essential for establishing connections with stakeholders and accomplishing both non-economic and economic objectives.

Issa and Akhigbe (2022) investigated the relationship between leadership intelligence and deposit money bank organizational performance in Rivers State, Nigeria. The study employed a cross-sectional survey with 215 employees from 20 deposit money banks as its total population. 140 workers were selected from the population to serve as the sample size. Employee data was gathered using a random sampling technique, and respondents were given questionnaires. The Pearson Product Moment Correlation was utilised for data analysis. The results demonstrate a strong and favourable correlation between organisational reputation and objective attainment and two dimensions of leadership intelligence: emotional intelligence and interpersonal intelligence. The results of the study indicate that deposit money bank executives who possess good leadership intelligence will enhance the organization's reputation and ability to achieve its objectives. It was proposed that deposit money bank managers regularly participate in intelligence-boosting training to enhance their skills, as this would boost the company's output.

The researchers Nosratabadi, Bahrami, Palouzian, Mosavi, and Foroudi (2020) wanted to look into the effect of leader CQ on organizational performance as it was mediated by organizational structure. Conceptual models and hypotheses were created based on the literature in order to accomplish the research's objective. The study then employed a quantitative empirical research design among CEOs of knowledge-based businesses in Bushehr, Iran, using structural equation modelling as a tool for data analysis and a questionnaire for data collecting. The results showed that leader CQ influences organisational performance both directly and indirectly (via the organisational structure) in a positive and significant way. Stated differently, the performance of an organisation operating in a multicultural setting is positively correlated with the leader's CQ level. These companies are therefore urged to make investments in raising the cultural intelligence of their leaders in order to enhance their performance in cross-cultural settings and to create organisational structures that are conducive to the growth of intellectual capital.

laali (2014) investigated the relationship between employees' emotional quotient (EQ) and work ethics. The research method used is document analysis. All currently available materials on work ethics and EQ were gathered using a data collecting technique, and a qualitative analysis was performed to address the research topics. Emotional intelligence (EQ) can be defined as the awareness and management of emotions. Thus, one of the important dimensions of EQ is the ability to recognize, use, and control emotions, and a person's inability to do so leads to some dysfunctions such as anxiety and mood disorder, indicating a dysfunction of management and emotions. As a result, they should teach emotions management skills as the foundation for accurate emotion recognition and control.

Sankowska's (2016) study included 202 businesses that are listed on the Warsaw Stock Exchange and offers proof that organisational trust has a major indirect impact on market position through promoting innovation and increasing efficiency. These results contribute to the understanding of the relationship between organisational trust and market performance. Furthermore, the findings indicate that organizational trust has a greater impact on a firm's market position than operational efficiency. The study finds that although it may reflect an organization's culture, organisational trust has no direct bearing on a company's standing in the market. Research and practice implications are also covered.

Msanze (2013) examines the effects of employees' ethical behavior on organizational performance. A questionnaire, survey monkey software, semi-structured interviews, and flexible, social context-aware documentary analysis were all used by the researcher to gather data. The Statistical Package for Software System (SPSS) version 16 computer programme was used to statistically analyse the data. The study found that there is a strong correlation between the moral behaviour of employees and the success of the company. The association between unethical behaviour and subpar organisational performance was substantial. The assessment concludes that organizational performance is influenced by a variety of factors, and that although it is not the most significant issue, employee ethics have a part in how well an organisation performs. According to the findings, organizational performance is a function of variables other than employees' ethical behavior.

Oyewunmi, Oyewunmi, Ojo, and Oludayo (2015) investigated the impact of leaders' emotional intelligence on employee performance in Nigeria's public healthcare sector and provides context. It uses the survey approach and randomly chooses leaders and workers from the industry. Data investigation with the t-test and analytical techniques for hierarchical regression shows a strong relationship between the emotional intelligence of leaders and the productivity of their workforce. The research findings indicate that effective leadership, in conjunction with the various obstacles encountered by Nigeria's public healthcare industry, requires a commendable degree of emotional intelligence to promote worker productivity.

Rashdi, Akmal, Kamalrudin, and Shami (2022) investigated the effects of the knowledge management process and infrastructure on organizational performance. Additionally, the moderating impacts of organisational support and trust were examined. Partial least squares route modelling was used to evaluate the research hypothesis utilising information gathered from 323 employees of UAE-based public and private organisations. This study discovered a strong positive correlation between organisational success and knowledge management competence with regard to KM process and KM infrastructure. Additionally, it was shown that the impact of the KM infrastructure and process on organisational performance was successfully moderated by organisational trust and support.

Parry and Proctor-Thomson (2002) used the Perceived Leader Integrity Scale (PLIS) and the Multi-Factor Leadership Questionnaire to examine the statistical relationship between perceived leader integrity and transformational leadership (MLQ). An examination of a nationwide sample of 1354 managers revealed a moderate to high positive link between the display of transformational leadership behaviours and perceived integrity. Perceived integrity and developmental exchange leadership were discovered to have a similar relationship. When respondents rated subordinates versus peers, a systematic leniency bias was discovered. It was discovered that there was a favourable correlation between leader and organisational success indicators and perceived integrity, which corroborated earlier findings.

Oncera and Yildiz (2012) investigated the relationship between an organization's perceived corporate reputation and organizational identification, as well as how ethical climate influences this relationship. This study's survey is being carried out on 228 employees of a leading multinational insurance company in Turkey. Utilising the SPSS statistical package software, the data gathered from the surveys is examined. The analysis' conclusions showed that two different kinds of ethical climates modify the relationship

between corporate reputation and organisational identity, with the former having a large beneficial impact on the latter.

Yatich and Musebe (2017) investigated the impact of ethical behavior on organizational performance in Kenya's public health sector. This was done in order to propose appropriate strategies for cultivating commitment and compliance among health workers in the sector. Albert Bandura's Social Learning Theory was used to guide the research (1977). It is based on the idea that people learn from one another through observation, imitation, and modeling. The research was conducted at the Baringo District Hospital in Kabarnet, Rift Valley Province. A survey research design was used in conjunction with a mixed approach method. It conducted a census of all the facility's employees, and 174 of them returned their questionnaires. For primary data collection, questionnaires were used. For ordinal and nominal data, descriptive statistics and content analysis were used to analyze the data. Tables, frequencies, and percentages were used to present data. Neglect, absenteeism, poor time management, corruption, disputes, and dishonesty were all prevalent in the sector, according to the findings. It was suggested that staff training, government support, and strict enforcement of the Public Officer Ethics Act (2003) be put in place to combat these vices. The Ombudsman's office should establish mechanisms that allow clients or patients to report any act of malpractice via social media or text messages for prompt action.

Rosmi and Syamsir (2020) investigated the influence of integrity and professionalism on employee performance in the digital age. A quantitative approach is used in this study. The research was carried out at the Bungo Regency Regional Secretariat Office in Jambi Province. All employees at the Bungo Regency Regional Secretariat Office in Jambi Province were included in the study. The Slovin formula was used to calculate the research sample of 104 respondents. The regression test formula was used to analyze the data in this study. The findings revealed that integrity and professionalism had a positive and significant effect on improving employee performance in the digital era at the Bungo Regency Regional Secretariat Office in Jambi Province.

Guswandi and Saragih (2020) investigated and analyzed the integrity and compensation of organizational performance at PT Puji Bijak Prestasi through job satisfaction. The population and study sample included all 122 company employees. The sampling technique employs a saturated sample technique, with data analysis performed using path analysis. The findings revealed that organizational performance is influenced in part by integrity variables. The variable of work compensation influences organizational performance to some extent. Variables affecting job satisfaction have a limited impact on organizational performance. Job satisfaction is influenced in part by integrity variables. Partially influencing job satisfaction is the compensation variable. Integrity has a 0.581 effect on organizational performance. Integrity has a $0.676 \times 0.868 = 0.585$ effect on performance via job satisfaction. Because the indirect effect is greater than the direct effect in this case, the job satisfaction variable is said to be intervening. Through job satisfaction, the effect of worker compensation on organizational performance is $0.767 \times 0.868 = 0.672$. In this case, the direct effect is smaller than the indirect effect, implying that the job satisfaction variable is at work.

Saleh, Sarwar, Islam, Mohiuddin, and Su (2022) studied leaders' conscientiousness as a crucial component of moral leadership and the connection between moral leadership and the intention of employee turnover. Additionally, they looked into the possible mediating functions that the degree of emotional weariness and the individual's ethical climate (self-interest, friendship, and personal morality) may have in the decision-making process around turnover intention. Conscientiousness among leaders is favourably correlated with ethical leadership and negatively correlated with employees' intention to leave, according to data from 260 subordinates in nine industrial manufacturing organisations. These findings are based on the social learning and social exchange theories. According to the findings, employees experience less

emotional exhaustion in an individual-level ethical environment. In manufacturing organizations, the relationships are discovered to mediate between ethical leadership and turnover intention. Additionally, ethical cultures at the individual level were found to have a comparatively good effect on employees' emotional tiredness, which results in a decreased intention to leave.

In south-east Nigeria, Ezeanyim and Ezeanolue (2021) investigated business ethics and organizational performance. The study examines how organisations in South-East Nigeria are affected by an ethical environment, unethical standard practices, an ethical culture, and an ethical behaviour. The study reviewed pertinent theoretical, conceptual, and empirical works. Stakeholder theory served as the foundation for this study. The research design that was employed was descriptive. The research was carried out in Nigeria's south-eastern states of Abia, Anambra, Ebonyi, Enugu, and Imo. The study's population of 4871 consisted of all employees from the selected South-East manufacturing firms. Using the Borg and Gall formula, a sample size of 936 respondents was determined for the study. The main data collection instrument was a questionnaire. Face and content validity are used in the study. The instrument's reliability was improved by using test re-rest and the Spearman rank order correlation coefficient. Panel regression analysis was used to evaluate research hypotheses while frequency counts and percentages were used to analyse the data obtained for the research topics. It was shown that an ethical climate significantly improved organisational performance in South-East Nigeria. Organisational performance was not significantly improved by standard unethical practices. The performance of an organisation was significantly impacted by its ethical culture. Ethical behaviour significantly improved organisational performance in southeast Nigeria. The study comes to the conclusion that academic staff job fulfilment at South-East public universities was positively impacted by business ethics.

Purba and Prasetyo (2020) investigated the impact of leadership and integrity on employee performance, with organizational commitment acting as a moderator. A questionnaire for this study was sent to 120 permanent staff members of the Department of Money Management at Bank Indonesia. The data analysis involved the use of structural equation modelling and descriptive statistics (SEM). The test instrument, SEM-AMOS, has twenty-four indicators, twelve dimensions, and four variables. The descriptive analysis method was applied. The results showed that employee performance and organisational commitment are significantly impacted by integrity and leadership. Organisational commitment has a big influence on employee performance. The results of this study indicate that integrity is the component that most influences organisational commitment, while leadership is the factor that most influences employee performance.

3.0 Methodology

This study used a cross-sectional survey and the target population was one hundred and ninety-seven (197) staff strength of twenty (20) firms in the hospitality industry. A census study was carried out in this study. As a result, 197 questionnaires were distributed to employees at the twenty selected hospitals. Simple random sampling was the method employed in this investigation. This approach was selected due to its ability to offer an accurate depiction of the total population and minimise the potential for researcher bias in the selection of sample cases. Workplace ethics (independent variable) was measured using trustworthiness and integrity. Trustworthiness was measured using a set of 5 items (e. g. My manager trust his employees to contribute relevant expertise to this organization) and 5 items were used to measure integrity (e.g my manager has faith in the integrity of his employee). Organizational performance (dependent variable) was measured using operational efficiency and organizational reputation. Operational efficiency was measured using a set of 6 items (e.g. my organization is efficient in delivery quick and satisfactory services to customers) and organizational reputation was measured using a set of 6

items (e.g. my organization has a track record of delivering on its promises). A 4-point Likert scale was used to score the items: 1 represented strong disagreement, 2 disagreement, 3 agreement, and 4 strong agreement. The bivariate hypotheses were analysed using the Spearman Rank Order Correlation Coefficient statistical technique with the assistance of SPSS version 21.

4.0 Result

197 questionnaires were sent out to respondents in total; however, only 185 (94%) copies were returned, and 180 (91%) were used in the research. A significance level of 0.05 was assumed for the hypothesis test, which was conducted with a 95% confidence interval. For acceptance of the null hypothesis, the decision rule is set at $p > 0.05$, while for rejection, it is set at $p < 0.05$.

Table 1: Trustworthiness and Operational Efficiency

Correlations

		Trustworthiness	Operational Efficiency
Spearman's rho Trustworthiness	Correlation Coefficient	1.000	.723**
	Sig. (2-tailed)	.	.000
	N	180	180
Operational Efficiency	Correlation Coefficient	.723**	1.000
	Sig. (2-tailed)	.000	.
	N	180	180

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

Ho₁: There is no significant relationship between trustworthiness and operational efficiency of hospitality industry in Port Harcourt.

There is a considerable level of correlation between operational efficiency and trustworthiness ($\rho = 0.723$, $p < 0.05$ ($0.000 < 0.05$)), according to the data shown in Table 1. In other words, reliability and operational effectiveness are strongly and significantly correlated. After rejecting the null hypothesis, we reiterate that operational efficiency and trustworthiness have a strong and substantial association.

Table 2: Trustworthiness and Organizational Reputation

Correlations

		Organizational Trustworthiness Reputation		
Spearman's rho	Trustworthiness	Correlation Coefficient	1.000	.598**
		Sig. (2-tailed)	.	.000
		N	180	180
	Organizational Reputation	Correlation Coefficient	.598**	1.000
		Sig. (2-tailed)	.000	.
		N	180	180

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

Ho₂: There is no significant relationship between trustworthiness and organizational reputation of hospitality industry in Port Harcourt.

Table 2 presents the analytical results indicating a substantial level of relationship ($\rho = 0.598, p < 0.05$ ($0.000 < 0.05$)) between organisational reputation and trustworthiness. This indicates that trustworthiness and organisational reputation have a moderately substantial association. Reiterating that there is a moderately significant link between trustworthiness and organisational reputation, we reject the null hypothesis.

Table 3: Integrity and Operational Efficiency

Correlations

		Integrity Operational Efficiency		
Spearman's rho	Integrity	Correlation Coefficient	1.000	.589**
		Sig. (2-tailed)	.	.000
		N	180	180
	Operational Efficiency	Correlation Coefficient	.589**	1.000
		Sig. (2-tailed)	.000	.
		N	180	180

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

Ho₃: There is no significant relationship between integrity and operational efficiency of hospitality industry in Port Harcourt.

Integrity and operational efficiency have a substantial level of correlation ($p < 0.05$ ($0.000 < 0.05$), $\rho = 0.589$) according to the data in Table 4.3. This indicates that the correlation between operational efficiency and integrity is rather significant. We reiterate that there is a moderately significant correlation between operational efficiency and integrity, rejecting the null hypothesis.

Table 4: Integrity and Organizational Reputation

Correlations

		Integrity Organizational Reputation	
Spearman's rho Integrity	Correlation Coefficient	1.000	.696**
	Sig. (2-tailed)	.	.000
	N	180	180
Organizational Reputation	Correlation Coefficient	.696**	1.000
	Sig. (2-tailed)	.000	.
	N	180	180

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

Ho₄: There is no significant relationship between integrity and organizational reputation of hospitality industry in Port Harcourt.

The data presented in Table 4 indicates a significant correlation between integrity and organisational reputate at a level of $p < 0.05$ ($0.000 < 0.05$) and $\rho = 0.696$. This indicates that honesty and organisational reputation have a strong and meaningful link. We reiterate that there is a substantial and significant correlation between organisational reputation and integrity, rejecting the null hypothesis.

5.0 Discussion of Findings

The study came at the following conclusions based on the field survey's results.

Relationship between Trustworthiness and Operational Efficiency

There is a significant correlation between operational efficiency and trustworthiness, as indicated by the bivariate hypotheses. Operational efficiency and trustworthiness appear to be significantly correlated, as indicated by the Spearman correlation coefficient, which shows that the p-value of 0.000 was less than 0.05 ($p=0.000 < 0.05$). The alternative hypothesis was therefore accepted and the null hypothesis was rejected. The correlation coefficient (r) yielded a result of 0.723. indicates that there is a considerable positive association between operational efficiency and trustworthiness. Increasing reliability will therefore contribute to increasing operational effectiveness. Reliability accounts for 52.3% of the variation

in an organization's operational efficiency, according to a coefficient of determination of 0.523. Thus, the study's initial goal—to determine whether operational efficiency and trustworthiness are related—was accomplished. This result is consistent with the research conducted by Dobrzykowski and McFadden (2020), who examine how physician employment and trust moderate the links between lean strategy, process integration, operational efficiency, and patient satisfaction. The results clarify the crucial roles that trust, physician employment, and integration play in establishing a connection between strategy and results.

Relationship between Trustworthiness and Organizational Reputation

There is a significant correlation between the two variables, as indicated by the bivariate hypotheses pertaining to trustworthiness and organisational repute. According to the Spearman correlation coefficient, trustworthiness and organisational reputation are significantly correlated, with a p-value of 0.000 being less than 0.05 ($p=0.000<0.05$). Consequently, the alternative hypothesis was accepted and the null hypothesis was rejected. The correlation coefficient (r) finding, which is 0.598, indicates that trustworthiness and organisational reputation have a substantial positive link. As a result, reliability will improve an organization's reputation. A coefficient of determination of 0.358 indicates that trustworthiness accounts for 35.8% of the overall variation in the organisational reputation. Thus, the study's second goal—examining whether trustworthiness and organisational reputation are related—was accomplished. This result is consistent with that of Chaudhary et al. (2021), who reviewed and critically examined prior studies on reputation and trust in the setting of family enterprises. The results showed that establishing relationships with stakeholders and accomplishing both economic and non-economic goals depend heavily on reputation and trust.

Relationship between Integrity and Operational Efficiency

There is a significant correlation between operational efficiency and integrity, as indicated by the bivariate hypotheses. Integrity and operational efficiency appear to be significantly correlated, as indicated by the Spearman Rank correlation coefficient, which shows that the p-value of 0.000 was less than 0.05 ($p=0.000<0.05$). The alternative hypothesis was accepted and the null hypothesis was rejected as a result. The correlation value (r) of 0.589 indicates a statistically significant positive association between operational efficiency and trustworthiness. Increasing reliability will therefore contribute to increasing operational effectiveness. A coefficient of determination of 0.347 indicates that integrity accounts for 34.7% of the variation in an organization's overall operational efficiency. As a result, the study's primary goal—to determine whether operational efficiency and integrity are related—was accomplished. This result is consistent with the study conducted by Yazdanshenas and Mirzaei (2022), which examined the effect of integrity in leadership on worker performance. The study's conclusions show that while psychological capital and psychological empowerment mitigate the benefits of ethical and moral leadership, these impacts are still good for employee success.

Relationship between Integrity and Organizational Reputation

A notable association between integrity and organisational reputation is revealed by the bivariate hypotheses. Integrity and organisational reputation appear to be significantly correlated, as indicated by the Spearman Rank correlation coefficient, which shows that the p-value of 0.000 was less than 0.05

($p=0.000<0.05$). The alternative hypothesis was accepted and the null hypothesis was rejected as a result. The correlation coefficient (r) finding of 0.696 indicates that trustworthiness and organisational reputation have a strong, positive, and significant association. Thus, improving reliability will contribute to improving the reputation of the organisation. A coefficient of determination of 0.484 indicates that integrity accounts for 48.4% of the variation in an organization's organisational reputation. Thus, integrity and organisational reputation were found to be related, fulfilling the study's primary goal. This result is consistent with Msanze's (2013) investigation of how ethical behaviour by employees affects the functioning of the organisation. The study found that there is a strong correlation between the moral behaviour of employees and the success of the company.

6.0 Conclusion and Recommendation

The performance of organizations remain a critical factor in enhancing the sustainability of the establishment and it also help in boosting the fortune of the firm. Hence, maintaining a conducive workplace ethics is a vital too in enhancing the performance of the hospitality industry. The hospitality firms are into servicing rendering and trust play a vital role in ensuring a smooth and cordial dealings with the customers. When organization is well known for its trustworthiness, such will help them have more confidence on the firm and it will also boost their loyalty to the firms which will ultimately result in enhanced organizational performance. This implies that the higher the level of trustworthiness, the higher the level of performance of the organization. Furthermore, integrity in the hospitality firms also help in enhancing the operational efficiency of the firm. Integrity in the operation of the firms, make them reliable and dependable which thus impact on the firms performance.

Similarly, organization that has high level of integrity in dealing with customers are able attract higher customers satisfaction which can thus increase the organizational reputation. The reputation of the organization may likely suffer if the organization lack high level of integrity. Organizational integrity as an indicator of work place ethics also help in enhancing the operational efficiency of the firm and the higher the integrity the more efficient the organization become in terms of its operations. In conclusion, workplace ethics in terms of trustworthiness and integrity are critical key factors in enhancing organizational performance of the hospitality industry in Port Harcourt. Based on the findings and conclusion of the study, the following recommendations are proffered;

- i. The employees of the hospitality industry should ensure that they maintain high level of integrity in all their dealings as such will help enhance the organizational reputation.
- ii. The management of the hospital firms should make sure that all complaint of customers are handled with urgency as such will enhance their trustworthiness and thus enhance the firm's performance.
- iii. The management of the hospitality firms should display attribute of integrity and high dependability in order to enhance the firm's reputation.
- iv. The management of the hospitality firms should maintain high work standard and values in their day to day activities as such will help enhance the reputation of the firm.
- v. Employees in the hospitality industry should be known for its courtesy and politeness as such will help boost the firm's operational efficiency.

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