LASU INTERNATIONAL JOURNAL OF MARKETING (LAIJOM)

CORPORATE INTEGRITY AS A DRIVER OF ORGANISATIONAL PERFORMANCE: INSIGHTS FROM JENDOL SUPERMARKET

ODEKUNLE, Quadri Bolaji[1] SALAU Adeyemi Nurudeen (Ph.D)[2] LAWAL, Oloyede Raheem (Ph.D)[3] DAIRO, Taiwo Sunday[4]

ABSTRACT

This study examines the effect of corporate integrity on organisational performance in Jendol Superstore, focusing on ethical practices, organisational culture and their influence on customer satisfaction and organisational effectiveness. The objective was to determine whether integrity-driven variables significantly enhance key performance outcomes. A descriptive survey research design was employed. The population comprised 2,300 employees of Jendol Superstore, from which a sample of 341 respondents was drawn using Taro Yamane's (1967) formula. Data were collected through a structured questionnaire which was distributed via online. Descriptive statistics and Pearson Product-Moment Correlation (PPMC) were utilised for data analysis. The results revealed a strong positive relationship between ethical practices and customer satisfaction ($r = 0.648$, $p < 0.05$), indicating that adherence to ethical standards enhances customer experience and trust. Similarly, organisational culture was significantly correlated with organisational effectiveness ($r = 0.641$, $p < 0.05$), suggesting that open systems and accountable leadership contribute to improved operational outcomes. The findings confirm that corporate integrity is a strategic asset that strengthens organisational climate, enhances productivity, and promotes sustainable performance. The study concludes that corporate integrity is not merely a moral obligation but a key driver of long-term organisational success. It recommends strengthening ethical leadership through continuous training, enhancing accountability systems, and embedding integrity indicators in employee performance appraisals. Additionally, fostering open communication and cross-functional collaboration is crucial for sustaining a culture of integrity and improving overall performance.

Author's Affiliation:

[123]Department of Business Administration, Faculty of Management Sciences, Lagos State University, Lagos, Nigeria

[4]Department of Educational Management, Faculty of Education, Lagos State University, Lagos, Nigeria

Keywords: *Corporate integrity, Ethical practices, organizational culture, Organizational performance, Customer satisfaction.*

Corresponding Mail:
quadri.odekunle210821215@st.lasu.edu.ng
: adeyemi.salau@lasu.edu.ng (ORCIDNO 0000-0001-8837-4418)
oloyede.lawal@lasu.edu.com (ORCID NO; 0000-0001-7380-6062)
: taiwo.dairo@lasu.edu.ng.

1. Introduction

The performance of business organisations does not only depend on the amount invested, nor does it depend on the managerial skills of the administrators/managers, but it depends on many aspects of organisational life, which will strengthen the continuous survival of the organisation (Abun & Racoma, 2017). Since the early 1990s, public and private organisations have devoted more attention to integrity management (Amah, 2012). A culture of integrity creates a highly valued work environment; it impacts the quality of corporate governance, and it provides a foundation for solid long-term financial performance. The potential for individuals and business entities to behave unethically is boundless. Thus, this makes unethical business practices increase daily (Ebitu& Beredugo, 2015). Very common examples of such unethical practices are dumping of polluted chemical waste into rivers, bribery and corruption, sexual harassment, fraudulent practices, wrong financial reporting, financial mismanagement practices, non-payment of claims and other unethical issues which are rampant in modern corporate entities. These and many unethical business practices go on almost routinely in many organisations in the world, and Nigeria is not an exception (Ebitu, 2015).

Therefore, the prevalence of corruption and anti-integrity activities in our daily life become a topic of public discourse in the academic world, electronic and print media (Snellman, 2015). Over the years, the concept of integrity in organisational performance has long been associated with management scholars, practitioners and business owners around the world (Ebitu& Beredugo, 2018). There is a broad agreement that as a matter of corporate policy, every business entity should strive to be committed in a morally upright manner. Hence, the performance of a firm is sometimes based on the integrity of the work climate (Rahim, Omar & Kamaruddin, 2020). Therefore, the concept of integrity concerning going-concerns refers to a holistic approach of doing business that involves the management, employees and shareholders in adopting actions and standards that provide for an effective defence against corruption and abuses (Transparency International, 2019). A corporate entity with integrity ensures good conduct on the part of directors, management and employees' adherence to globally-recognised ethical standards; compliance with both the spirit and letter of the law and regulations and promotion of good core values (Aida, 2013).

Corporate integrity has become a cornerstone of organisational success in today's highly competitive business landscape. Increasingly, companies recognise that integrity is more than just an ethical ideal it is a strategic asset that drives trust, enhances reputation, motivates employees, and ultimately boosts profitability. As defined by Isimoya (2017), corporate integrity involves adherence to ethical principles, transparency, accountability, and maintaining high moral standards in business operations. This concept encompasses fair stakeholder treatment, compliance with laws and regulations, and fostering a workplace culture rooted in honesty and ethical conduct. Recent corporate scandals, such as those involving Enron, Volkswagen, and Wells Fargo, illustrate the devastating consequences of ethical failures. These incidents emphasize the need for organizations to prioritize integrity as a safeguard for long-term success (Adeoye & Elegunde, 2022). Stakeholders ranging from employees to customers and investors demand higher levels of ethical behavior from companies. Organizations with strong ethical foundations tend to attract and retain talented individuals, foster customer loyalty, and deliver increased shareholder value (Brown 2006). The importance of corporate integrity is particularly pronounced in developing countries, where governance structures and ethical business practices are often less mature. In Nigeria, widespread corruption and unethical practices have hindered both economic progress and organisational development (Adekunle & Adetola, 2020).

Jendol Supermarket, one of the fast-growing retail chains in Lagos, operates within this competitive environment where service quality, trust, and customer experience significantly shape organisational performance. Given its large workforce and diverse customer base, the organisation's ability to uphold corporate integrity is essential for ensuring operational efficiency, customer satisfaction, and long-term sustainability. Despite the growing recognition of corporate integrity as a strategic asset, empirical evidence on how ethical practices and organisational culture jointly influence organisational performance, particularly within Nigerian retail organizations remains limited. This study, therefore, seeks to empirically examine the effect of corporate integrity on organisational performance in Jendol Superstore, with specific emphasis on ethical practices, organisational culture, customer satisfaction, and organisational effectiveness.

Research Hypothesis

$H0_1$: *There is no significant relationship between ethical practices and customer satisfaction.*

$H0_2$: *There is no significant relationship between organisational culture and organisational effectiveness.*

2 Literature Review

Corporate integrity

According to Transparency International (2019), corporate integrity is often perceived to be the product of ethical leadership, strong compliance and effective regulations that prevent and sanction wrongdoing. While these elements are essential, each on its own is not sufficient to comprehensively and sustainably tackle the broad range of interrelated corruption risks that face companies. With the expansion of the market and the increase of customers, the customer's question comes here about the extent of transparency of the integrity and trust in dealing, we find that a lack of trust will lead to a decline in the growth of integrity in the long term, so organisations must prioritise the application of organisational integrity within their strategies and business practices. Snellman, (2015). Therefore, organisations should strive to build leaders with integrity at all hierarchical levels and include integrity standards as a feature in their evaluation system .at the same time, we find that the integrity of a leader can have a positive impact on the work environment in the organization. (Wijanarko, 2020)

Ethical Practices

Ethical Practice is interchangeably known as Ethical Behaviour. Ethical Practices are the conscious compliance with the standards of morality that guide an individual and business to follow certain norms of conduct when dealing with people within and outside the organisation (Ononogbo, 2016). As such, unethical business practices usually reflect the values, attitudes, beliefs and behaviour patterns of the organisational culture. According to Fadun, (2013), business decisions and behaviour may be judged ethical or unethical, depending on whether the decisions and actions promote or threaten the values and standards of individuals and the societies in which a business operates. However, ethical standards are not static ideals but dynamic patterns of human conduct. Ethical standards, therefore, reflect the end product of a process of defining and clarifying the nature and content of human interaction. The benefits of Ethical Practices enable competitive advantage to be attained as a business distinguishes itself from its competitors (Ahmad, 2009). In fact, businesses with high ethical codes of conduct and a commitment to enhancing integrity are not only profitable but more likely to succeed in a commercially competitive world (Hasnah, Ishak and Sobei, 2015).

Organizational culture

Behery and Paton (2019), stated that organizational culture is established from the inception phase in the life of any organization. It develops over time to reach a level of pervasiveness and deployment, making it one of the most challenging factors to change at a later point. Organisational culture contains a set of norms that explain which behaviours are acceptable and which are not within the organisation (Mashal & Saima, 2014). However, the culture is not necessarily the same across all units or segments of the company, as some norms might be embraced by all members of the organisation. Moreover, different groups within the organisation might develop their own subcultures over time. The increasing interest in studying the organisational culture is generated by the belief that the culture of an organisation could influence its short- and long-term performance.

According to the study by Nwakoby et al. (2019), organisational culture can be defined from three approaches, which include the integration approach that posits that every organisation has a culture that directs the values and activities of its members. Secondly is the differentiation approach, which includes sub-cultures such as those supporting organisational culture, sub-cultures different from organisational culture and sub-cultures opposing organisational culture. Thirdly is the fragmentation approach in which what exists in the organisation that could be referred to as culture are the personal beliefs of individual members (Romi 2018, cited in Nwakoby et al, 2019). The values should be related to innovation and a methodology regarding the efficient use of resources. If these conditions are met, the organisation will create a sustainable vision.

Every organisation has its own peculiar set of values and therefore culture (Oni, 2018). Some companies focus on integrity and honesty, passion for customers, while other emphasize on technology, self-improvement or innovation. Irrespective of the organisation's culture, the companies should align the core values with the overall performance, including employee retention (Mashal & Saima, 2014). Organisational culture really matters to employees, so a negative and non-transparent culture leads to high churn rates. It is important to focus on creating a performance culture and to help employees who don't achieve their goals before finding a better match for the position. Organisations: cultural change does not happen by accident. In most of the cases, culture-changes are implemented using a defined strategy for high involvement and by using a measurable action plan (Ojo, 2018).

Karim & Qamruzzaman (2020) summarise that corporate culture is a set of interconnected activities between organizations and managers. It encompasses many issues such as commitment, consistency, involvement, and adaptability. Organizational culture has an excessive impact on all business activities as it is closely interconnected with the rest of the functions. According to Nelson and Quick (2011) cited in Salihu, Salihu and Musa (2016), organisational culture performs four functions: gives members of the organisation a sense of identity, enhances their commitment, reinforces corporate value and serves as a control mechanism for shaping behaviour. Thus, corporate culture is an important tool in enhancing the attainment of organisation goals and objectives. Therefore, we formulated the following hypothesis:

Organizational performance

Performance measurement is the process whereby an organisation establishes the parameters within which programmes, investments, outputs and acquisitions are reaching the desired results (Hunger & Wheelan, 2018). Robert Kaplan of Harvard University and David Norton, an American management consultant, has proposed the balanced scorecard as a means to evaluate corporate performance from four different perspectives: the financial perspective, the internal process perspective, the customer perspective, and the learning and growth perspective. Performance is a multi-dimensional construct that cannot be adequately reflected in a single performance item (Mohammed et al., 2013). Studies on firms' performance have adopted various approaches to conceptualize and measure performance. This argument suggests that a compound measure of performance would reflect more exactly a firm's development, as opposed to a single qualitative or accounting-related performance measure.

Organizational performance is one of the major elements of discussion in managerial researches and with no doubt, one of the key points for success evaluation in the business companies. Generally the organizational performance is the factor which helps the company to evaluate the level of their intended achievements.

Customer satisfaction

In an increasingly competitive business world, customer loyalty is a key indicator of a company's long-term success. Rapid business development demands that companies continuously innovate to survive. To win the competition, service sector players undertake efforts such as providing competitive advantages and offering high-quality services that can provide comfort and satisfaction to their customers (Lars, 2025; Palilati et al., 2019). Furthermore, one effective strategy for surviving the intense competition in today's business world is maintaining customer loyalty. Customer loyalty is crucial for marketers in conducting business, not only dependent on product quality but also influenced by customer satisfaction and customer trust in the company's products and services (Wahyudin, 2021).

Customer satisfaction is a person's feeling of pleasure or disappointment after comparing the results of a product or service, if the service meets or exceeds expectations, the customer will feel satisfied, conversely if the service is below expectations, the customer will feel dissatisfied. Trust is an element that ensures that customers remain loyal in the long term, even amidst many alternative products or offers from competitors (Zheng et al., 2022). Customer trust is the customer's belief that the company will fulfill its promises and act ethically (Wilson et al., 2021). Trust is built through positive experiences, transparent communication, and a good reputation. Customer trust in the company is formed from consistent quality, transparency in communication, and an honest relationship between the company and customers, which serves as a link to create loyalty (Rane et al., 2023).

Organisational Effectiveness

Organizational effectiveness has always been a hot topic in the globally competitive business world. This is one of the valuable concepts in the organization that always tries to show the extent to which the organization has achieved its predetermined goal to the given number of resources. Initially, terminologies such as organizational performance, business performance, and business returns, were widespread in the literature arena for organizational effectiveness. However, by that time it was understood that they all were indicating the same term which is known as ‘Organizational effectiveness (Dorschel, 2021).

Organizational effectiveness can be understood through ethical practices, organization culture, leadership style, employee productivity, teamwork, and other important units of the organization such as accountability, communication, etc (Cameron & Whetten, 2013). It determines the long-term success of a certain organization. Organizational effectiveness was primarily considered as the productivity and profit of certain organizations. The goal approach to organisational effectiveness is concerned with the outputs, which will enable the organisation to achieve its goals in terms of its desired level of (Amah, 2012). The goal approach is used in business organisations because output goals can be readily measured (Amah, 2012). Ilona & Evelina (2013) cited in Yusuf &Ajemunigbohun (2015) argued that effectiveness-oriented companies are concerned with outputs, sales, quality, creation of value added, innovation, cost reduction, and thus, must measure the degree to which a business achieves it goals or the way outputs interact with the economic and social environment.

Theoretical Framework

Resource Based Theory

The theoretical foundation for this study is grounded in Resource-Based Theory (RBT), which emerged in the 1980s and 1990s through the contributions of scholars and entrepreneurs like Birger Wernerfelt and Spender (Grant, 1991; Barney, 1991). This theory serves as a strategic framework for attaining a competitive advantage over other market participants. At its core, the theory posits that entrepreneurs should not solely focus on external opportunities or the competitive business environment to secure a market niche. Instead, they should turn their attention inward, specifically to organisational resources, as a means of enhancing overall performance.

Empirical Review

Amah (2012), investigated corporate culture and organisational effectiveness: a study of the Nigerian banking industry. The finding indicates that an adaptability culture positively influences organisational profitability and market share. Ojo (2008), also investigated organisational culture and performance: an empirical investigation of Nigerian banking companies. Data was collected through the use of questionnaires, and chi-square analysis was used to test hypotheses. The result of the test revealed that there was a relationship between organisational culture and performance, and that a strong employee-responsive culture can lead to effective performance. Internal Control and Organisational Effectiveness Yusuf and Ajemunigbohun (2015) investigated the effectiveness, efficiency and promptness of the claims handling process within the Nigerian Banking Industry. Survey research design was employed in this study. 33 banking companies were chosen to be included in the sample of their study. The study revealed that managing claims effectively and efficiently will not significantly affect operational process in claims management.

Gbamara, Nassè, and Akparep (2024) examined the relationship between business ethics, customer satisfaction, and purchase behaviour among small shop owners in Wa Township, Ghana. The study adopted a quantitative case study design and collected data from 358 respondents using structured questionnaires. Data were analysed using descriptive statistics and chi-square tests. The findings revealed a significant relationship between business ethics and customer satisfaction ($p < 0.05$), indicating that ethical practices such as honesty, fairness, and transparency enhance customer satisfaction. The study also found a statistically significant relationship between business ethics and purchase behaviour ($p < 0.05$), suggesting that ethical business conduct positively influences customers' buying decisions and repeat patronage. The study concluded that ethical business practices are essential for improving customer satisfaction and stimulating positive purchase behaviour, thereby contributing to business growth and sustainability in developing economies.

Nassè (2021) investigated the relationship between ethical practices specifically internal equity and customer satisfaction in very low-income countries, with evidence from private companies in Burkina Faso. The study adopted an exploratory qualitative research design and collected data through semi-structured interviews with 37 customers from two private companies operating in the professional training and printing sectors. Data were analysed using thematic content analysis. The findings revealed that internal equity significantly influences customer satisfaction, as customers were satisfied when they perceived that the quality of products or services received was fair relative to their financial and non-financial investments. The study also established that customer satisfaction serves as an indicator of internal equity, implying that satisfied customers perceive business practices as fair and ethical. Conversely, perceptions of unfair practices resulted in dissatisfaction and negative emotional responses.

3. Methods

The study adopted a descriptive survey research design, which is suitable for collecting data from a large population and examining relationships among variables without manipulation (Creswell & Creswell, 2018). The population comprised 2,300 employees of Jendol Supermarket, including management, supervisory, and junior staff, as a clearly defined population enhances the generalisability of research findings.

Taro Yamane's formula was used to determine the sample size.

n=N/1+N (e2)

Where:

n = sample size

N = population size

1 = constant

e = error margin (accepted error margin at 5%).

Therefore

n = 2300

1+2300(0.05)2

n = 2300 1+2300(0.0025)

n = 2300

1+5.75

n = 2300

6.75

n = 341 approximately.

The sample size is 341 and this is a fair representation of the total population.

Data were collected using a structured questionnaire developed based on relevant empirical and theoretical literature on corporate integrity and organisational effectiveness (Kaptein, 2019; Palanski & Yammarino, 2021). The structured questionnaire ensured uniform data collection and facilitated quantitative analysis. Responses were measured using a four-point Likert scale ranging from Strongly Disagree to Strongly Agree, which is widely used in organisational research.

The validity of the instrument was established through content and face validity by subjecting the questionnaire to expert review in Business Administration and research methodology. Their suggestions were incorporated to improve clarity, relevance, and coverage of the study variables, thereby enhancing the credibility of the instrument (Creswell & Creswell, 2018).

Reliability of the questionnaire was determined using Cronbach's Alpha coefficient through a pilot study conducted outside the main study. The reliability coefficients for all constructs exceeded the minimum acceptable threshold of 0.70, indicating adequate internal consistency.

The questionnaire was administered online to improve accessibility, reduce cost, and enhance response rate. Respondents were assured of confidentiality and anonymity to encourage honest responses and minimise bias.

Data were analysed using the Statistical Package for Social Sciences (SPSS) version 23. Descriptive statistics were used to address the research questions, while Pearson Product-Moment Correlation was employed to test the hypotheses at a 0.05 level of significance, in line with standard practices in social science research.

4. Result and Findings

Demographic Data of Respondents

Table 1: Respondents' Demographics

1. Sex		
Categories	**Frequency**	**%**
Female	162	47.6
Male	179	52.4
Total	**341**	**100.0**
2. Age of respondent		
Categories	**Frequency**	**%**
20 – 29	69	20.3
30 – 39	193	56.5
40 years and above	79	23.1
Total	**341**	**100.0**
3. Marital status		
Divorced	74	21.7
Married	108	31.8
Single	159	46.5
Total	**341**	**100.0**
4. Educational qualification		
B.Sc./HND	116	34

Master's Degree	51	14.8
OND/Diploma	55	16.1
Others	52	15.3
SSCE	68	19.8
Total	**341**	**100.0**
5. Employment level		
Junior level staff	89	26.2
Middle-level Staff	138	40.4
Senior level staff	114	33.4
Total	**341**	**100.0**

Source: Field Survey, 2025

Interpretation: Table 1 presents the demographic characteristics of respondents. Out of the 341 participants, 179 (52.4%) were male while 162 (47.6%) were female, indicating a slightly higher proportion of males in the study population. In terms of age distribution, the majority of the respondents, 193 (56.5%), fell within the 30–39 years bracket, followed by 79 (23.1%) who were 40 years and above, while 69 (20.3%) were between 20–29 years. With respect to marital status, 159 (46.5%) of the respondents were single, 108 (31.8%) were married, and 74 (21.7%) were divorced, suggesting that singles formed the largest category in the sample.

Educational qualification of respondents further revealed that 116 (34.0%) possessed a B.Sc./HND, 68 (19.8%) held an SSCE, 55 (16.1%) had an OND/Diploma, 52 (15.3%) belonged to the "others" category, while 51 (14.8%) had a Master's degree. This indicates that the workforce surveyed was relatively well-educated, with a high representation of tertiary-level graduates. In terms of employment level, the data showed that 138 (40.4%) of the respondents were middle-level staff, 114 (33.4%) were senior staff, and 89 (26.2%) were junior staff, suggesting that middle management had the highest representation in the sample.

Hypotheses One

$H0_1$: There is no significant relationship between ethical practices and customer satisfaction

The Pearson correlation analysis shows a strong and statistically significant relationship between ethical practices and customer satisfaction ($r = 0.648$, $p = .000$, $n = 341$), leading to the rejection of the null hypothesis. This finding is consistent with recent empirical studies, which demonstrate that ethical business practices enhance customer trust and perceived fairness, thereby improving customer satisfaction (Shahzad et al., 2023; Gbamara et al., 2024). Similarly, Widjaja et al. (2024) found that perceived ethical conduct significantly influences customers' satisfaction and loyalty, confirming that ethical practices remain a critical determinant of customer-related outcomes in contemporary organisations.

Hypothesis Two

$H0_2$: There is no significant relationship between organisational culture and organisational effectiveness.

The null hypothesis (H02), which states that there is no significant relationship between organisational culture and organisational effectiveness, was tested using Pearson Product-Moment Correlation analysis. The result indicates a strong positive and statistically significant relationship between organisational culture and organisational effectiveness ($r = 0.641$, $p = .000$, $n = 341$). Since the p-value is less than the 0.05 level of significance, the null hypothesis is rejected. This implies that organisational culture is significantly associated with organisational effectiveness.

The finding suggests that organisations with strong, shared values, norms, and beliefs tend to exhibit higher levels of effectiveness in achieving organisational goals. This result is consistent with empirical studies that report a positive relationship between organisational culture and effectiveness indicators such as productivity, adaptability, and overall performance. For instance, Sfetcu et al. (2021) found that organisational culture significantly predicts organisational effectiveness by shaping employee behaviour and coordination within firms. Similarly, Al-Issa and Hossam (2023) demonstrated that supportive and innovative organisational cultures enhance effectiveness by improving employee commitment and operational efficiency. While Tulcanaza-Prieto, Aguilar-Rodríguez, & Artieda, (2021) show a statistically positive association between organizational culture and firm performance, and Joseph & Kibera (2019) found strong evidence that organizational culture is a major foundation of sustainable competitive advantage.

5. Conclusion and Recommendation

The findings of this study underscore the critical role of corporate integrity as a driver of sustainable organisational success. Ethical practices not only strengthen internal trust but also foster customer loyalty. Transparency and accountability serve as mechanisms that align employee behaviour with organisational goals, thereby enhancing productivity. Furthermore, an integrity-driven organisational culture fosters adaptability, goal attainment, and long-term effectiveness. Therefore, the study concludes that corporate integrity is not merely an ethical ideal but a strategic resource that positively and significantly influences organisational performance. For Jendol supermarket, embedding integrity across all levels of operation is essential for maintaining its competitive edge and sustaining long-term growth in Nigeria’s challenging business environment.

Recommendations

Based on the above findings and conclusions, the following recommendations are proposed:

i. Jendol Superstore should strengthen and enforce ethical leadership by continuously reinforcing ethical awareness through regular training programmes, workshops, and leadership development initiatives. Clear ethical guidelines, effective supervision, and appropriate sanctions for unethical conduct should be established to ensure that integrity-based behaviour is understood and practised by employees at all levels.

ii. Management should continually cultivate and enforce an organisational culture that promotes integrity, honesty, accountability, and transparency. Leadership must consistently model these values to shape employee attitudes and behaviour. These cultures should be clearly communicated and consistently practised to guide employee behaviours.

Reference

Abun, D., & Racoma, A. P. (2017). Organisational integrity of administrators of Divine Word Colleges in Region I, Philippines and employees' job satisfaction as perceived by the employees. *Texila International Journal of Academic Research, 4*(1), 1–19.

Adekunle, I. A., & Adetola, A. O. (2020). Corruption and economic development in Nigeria: Implications for business ethics. *Journal of Business and Economic Development, 5*(1), 1–9.

Adeoye, A. O., & Elegunde, A. F. (2022). Corporate scandals and organizational integrity: Lessons for Nigerian companies. *Journal of Accounting and Management, 12*(1), 23–35.

Ahmad, S. (2009). The impact of ethical practices on business competitiveness. *Asian Journal of Business Ethics, 3*(1), 45–60.

Aida, M. I. (2013). *Development of a corporate integrity assessment instrument using corporate governance indicators in Malaysia* (Doctoral thesis). Victoria University, Malaysia.

Amah, E. (2012). Corporate culture and organisational effectiveness: A study of the Nigerian banking industry. *European Journal of Business and Management, 4*(8), 212–229.

Audi, R., & Murphy, P. E. (2006). The many faces of integrity. *Business Ethics Quarterly, 16*(1), 3–21.

Brown, M. T. (2006). Corporate integrity and public interest: A relational approach to business ethics and leadership. *Journal of Business Ethics, 66*, 11–18.

Cameron, K. S., & Whetten, D. A. (Eds.) (2013). Organizational effectiveness: A comparison of multiple models. Academic Press.

Dorschel, K. (2021). Enhancing organizational effectiveness. Retrieved fromhttps://www.huronconsultinggroup.com/ insights/enhancing-organizational-effectiveness.

Ebitu, E. T. (2012). Promoting ethical behavior in business in Nigeria and international market. *International Journal of Innovation in Management Sciences, 4*(2), 126–130.

Ebitu, E. T., & Beredugo, S. B. (2015). Business ethics and the performance of service firms in Calabar, Cross River State, Nigeria. *European Journal of Hospitality and Tourism Research, 3*(2), 28–38.

Eze, B. E., & Daniel, O. (2021). Ethical practices and customer trust in supermarket operations in Lagos State. *International Journal of Retail Management, 9*(1), 33–48.

Fadun, O. S. (2013). Corporate governance and insurance company growth in Nigeria. *International Journal of Academic Research in Economics and Management Sciences, 2*(1), 286–305.

Florin, D. (2014). Customer satisfaction and firm performance. *Journal of Marketing Review, 8*(2), 67–81.

Fornell, C., Mithas, S., Morgeson, F. V., & Krishnan, M. S. (2006). Customer satisfaction and business performance. *Journal of Marketing Research, 70*(3), 78–90.

Gbamara, M., Nassè, T. B., & Akparep, J. Y. (2024). Examining the relationships between business ethics, customer satisfaction and purchase behaviour: Perspectives from Wa Township in Ghana. *Marketing Research Network Journal, 6(1), 1–15.*

Gerhold, K. B. (2009). Integrity as moral ideal and business benchmark. *Journal of International Business Ethics, 2*(2), 70–84.

Gyula, P. (2014). Preventing corruption by strengthening organisational integrity. *Public Finance Quarterly, 2,* 133–149.

Hasnah, H., Ishak, N., & Sobei, A. (2015). Ethical conduct and business success: A Malaysian perspective. *Journal of Business Values, 2*(1), 55–69.

Hunger, J. D., & Wheelen, T. L. (2018). *Essentials of strategic management*. Pearson.

Isimoya, O. A. (2017). *Perceived organisational support and employees' job attitudes among knowledge workers in the Nigerian insurance industry* (Doctoral thesis). Lagos State University, Nigeria.

Nassè, T. B. (2021). Ethical practices and customer satisfaction: Enduring the apocalyptic business context of very low-income countries. *American Journal of Marketing Research, 7(3), 44–49.*

Ojo, O. (2008). Organisational culture and performance: Empirical investigation of Nigerian insurance companies. *Management Manager, 8,* 118–127.

Ononogbo, A. (2016). Ethical practices and organizational outcomes in Nigeria. *African Journal of Business Studies*, *5*(3), 44–57.

Rahim, N. A., Omar, K. B., & Kumaruddin, A. A. (2020). Integrity and employee job performance. *Journal of Critical Reviews, 7*(16), 517–521.

Snellman, C. L. (2015). Ethics management: How to achieve ethical organisations and management? *Business, Management and Education, 13*(2), 336–357.

Wijanarko, H. (2020). Leadership integrity and workplace climate. *Journal of Organizational Psychology, 20*(4), 112–124.

Yusuf, T. O., & Ajemunigbohun, S. S. (2015). Effectiveness, efficiency and promptness of claims handling process in the Nigerian insurance industry. *Economic and Management, University of Defence, Brno*.