
MANAGERIAL INTEGRITY AND ORGANIZATIONAL SUSTAINABILITY IN OIL COMPANIES IN NIGERIA

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ABSTRACT

In Nigeria, the issue of integrity has become a pressing need for all managers in all organizations. The importance of integrity keeping cannot be over emphasized because it improves organizational performance. This study made an effective investigation to ascertain the effect of managerial integrity on organizational sustainability, and the extent to which integrity keeping by managers can improve sustainability of oil companies in Nigeria. To achieve this, the study adopted a cross sectional research design and focused on 350 managers and supervisors in the oil companies because they are entitled for decision making. A sample size of 187 respondents was determined from the population through Krejcie and Morgan sampling technique. 187 copies of questionnaire were distributed via email based on the sample size and 178 copies of filled questionnaire were obtained for analysis. Multiple Linear Regression Coefficient was adopted in data analysis, and the result indicates that managerial integrity has a significant effect on organizational sustainability in Oil companies in Nigeria. Therefore, we recommended that management in oil companies in Nigeria should develop managerial integrity that will accommodate constructiveness, creativity, authenticity, inspirational capability and reliability to sustain the operations of Oil companies in Nigeria which will ensure organizational sustainability.

Keywords: *Managerial Integrity, organizational sustainability, constructiveness, reliability, authenticity, inspirational capability, creativity, Oil Companies, Nigeria.*

Introduction

Over the years, we heard of integrity, especially as it relates to religious and politic activities. This has primarily been observed in political, religious and public sector management systems. In recent times, the concept of integrity has moved from religious and political angles, and now been adopted by business organizations in their pursuit of economic goal and objectives. Integrity is very important to managers, the organization and its stakeholders (Kaptein, 2003). For instance, a manager might face an issue of ethical difficulties that will demand answers to questions such as; when does being silent constitute lying? When a gift does becomes a bribe? When an intimate connection does turns into a source of fear? When is it considered theft to utilize business property for personal gain? (Kaptein, 2003).

How can such a manager strike a balance between profit-making and job creation, efficiency and satisfaction, sales and wellbeing, self-interest and organizational interest, improving financial status of the organization and ecological concern? How well a manager understands and addresses conflicting values and interests determines his integrity (Pastin, 1986; Kaptein, 2003). Integrity is a fundamental requirement for companies to work smoothly, and studies have shown that a company with integrity boosts confidence of stakeholders, lowers external regulations, disagreements, and improves stakeholder collaboration (Schwartz & Gibb, 1999).

Many people may think of integrity as a question of personal principles, as well as a private affair between people and their morality. This may lead some people to perceive every indiscretion as an isolated occurrence, leading them to believe that integrity had little to do with management but this might result in erroneous reasoning. According to Kaptein (2003), integrity is the vehicle that drives organizations to the desired destination. Seen these as very important, we approached integrity from the corporate level. At the corporate level, integrity refers to the culture, policies, and leadership philosophy (Kaptein, 2003). A strong organizational culture of integrity begins at the top of the organization and may be seen in the executive's behavioural patterns (Birchfield, 2004). This suggests that any corporation lacking in integrity is doomed to collapse, and that such a corporation cannot thrive in today's corporate world, which is defined by instability and conflict. Therefore, we assert that business organizations like oil companies need integrity keeping managers on a high level since they are operating under a severe and turbulent environment where conflicts frequently occur between the firm and the host communities. In fact, integrity has everything to do with management.

Integrity is also described as the capability to act in line with important moral principles, standards, and attributes such as, constructiveness, creativity, authenticity, inspiring ability and reliability. To be more practical, integrity is the label for successful business practitioners. It entails active participation and embodies an institution's operating culture's beliefs, values, languages, attitudes, and patterns of behaviors (Kaptein, 2003). In this sense, it appears that organizational integrity is more important than individual integrity. However, since managers are the drivers of the organizations, their level of integrity keeping will determine the success of the organizations.

Kaptrin (2003) operationally described managers who keep their integrity as authentic, reliable and constructive. However, for the purpose of this study, integrity keeping managers are not

only authentic, reliable and constructive but are inspirational and creative. These additional dimensions will assist in providing a comprehensive framework of managerial integrity and this will facilitate the achievement of organizational goal and therefore ensure organizational sustainability. Few literatures have been found on managerial integrity and the benefits that emanated from its practices (Badaracco & Ellsworth, 1989; Becker, 1998; Kaptein, 1999; Montefiore, 1999; Montefiore & Vjnes, 1999; Philip, 1999; Kaptein, 2003; Kpotu & Leebari, 2013). However, no empirical study has examined how managerial integrity affects organizational sustainability, especially, as the essence for which managers display their integrity in Oil companies in Nigeria. Organizational sustainability involves the ability of organizations to consider the social and ecological factors as they pursue their economic goal (Elkington, 1997). Doing so in the face of challenging business operations which is frequently calling for social responsibility initiatives, needs integrity of managers.

Although, as indicated above, scholars and researchers have examined the concept of integrity in the foreign environment but very few empirical studies have been found on managerial integrity in Nigeria and this does not provide adequate explanation on how managerial integrity affects organizational sustainability in Oil Companies in Nigeria. Thus, to fill this gap, the present study investigated the effect of managerial integrity on organizational sustainability and provided meaningful contributions thereby helped in expressing how managerial integrity will ensure organizational sustainability (Medugu, 2010).

Statement of the Problem

Hollingsworth, (2009) noted that the management of today's organizations spends a lot of time struggling with how to manage sustainability of their organizations by concentrating on the health and performance of their financial assets, production equipment, intellectual property, computer systems and the likes. With this type of investment, one would be in greater expectation that the organization would be sustainable. Unfortunately, there is evidence that large organizations (like oil companies) are struggling with non-sustainability and are trying to make their respective organizations sustainable.

The major problem of non-sustainability in oil companies in Nigeria might be traced to lack of managerial integrity which denotes the absence of reliability, authenticity, constructiveness, inspirational capability and creativity. They are supposed to practice what they preach and keep to their promise. For instance, a situation where they supposed to display integrity and show responsibility for damage on societal ecological system as result of thousands of barrels of oil that spilled into Nigerian Rivers (Medugu, 2010) and unable to do so have triggered series of conflict between the organizations and the communities.

Studies have also shown several examples where lack of managerial integrity and ineffective activities resulted in disasters and accidents with extensive losses in other places like; Bhopal, Piper Alpha, Space Shuttle Columbia, Power Outages in New York, UK and Italy during 2003. Furtherer more, it was estimated that the amount spent on the maintenance budget for Europe is around 1500 billion Euros per year (Altmannshopfer, 2006), and for Sweden 20 billion Euros per year (Ahlmann, 2002). Mather (2005) noted that, from asset management and changes in legal environment, the asset managers are likely to be charged with "corporate killing" due to changes in the legal environment as a result of lack of maintenance efforts. Bream (2006) noted that, BP refinery in US paid a US \$21m fine and spent US \$1b for 18 A. Parida and U. Kumar repairs, for an explosion at Texas City refinery that killed 15 and

injured about 500 persons, making it the deadliest refinery accident. Prevention of such accident could have enhanced BP's image besides saving a billion US dollars if the managers were maintaining the needed integrity.

In Nigeria, in spite of Decree 99 of 1979 which bans unauthorized flaring, oil companies in Nigeria flare over 75% of the associated gas it produces and this represents a pollution equivalent to 45 million tons of CO₂ per day (Ite et al., 2013). What is the impact on the environment? As Ite, et al. (2013) noted, some 45.8 billion kilowatts of heat are discharged into the atmosphere in Nigeria and from combustion of 1.8 billion cubic feet of gas everyday which is a major contributing factor to the global warming crises (Agbola & Olurin, 2003).

Medugu (2012) also noted that some of the problems of non-sustainability stemmed from poor extraction and poor handling of excess oil and gas through the gas and oil pipes. This is because managers lacked reliability, constructiveness, inspirational capability and creativity as they mainly focused on economic pursuits with less concern with the external issues. Consequently, oil companies in Nigeria have faced one calamity to the other. Presently, due to the operations of oil companies there is no enough potable water, aqua-lives lost including vegetations and ozone layer depletion as a result of lack of managerial integrity in operation. Managerial integrity includes those who consider the entire well-being of the organization and the society where the business operates. In some areas, oil companies' operations have been shut-down which has caused non-sustainability in oil companies. In this regard, we concur that companies that do not maintain integrity in business practices cannot attain sustainability.

Recently, social responsibility programs which involve managerial integrity are thought to be promoters of sustainability, however, it has become clearer that such approach are not still well practiced in Nigeria which might be traced to lack of managerial integrity. Thus, noticing that lack of managerial integrity is a major problem facing oil companies in Nigeria, we engaged in a prompt investigation and examined the effect of managerial integrity on organizational sustainability in oil companies in Nigeria and made recommendations for solutions to this problem.

Aim and Objectives of the Study

The aim of the study was to examine the relationship between managerial integrity and organizational sustainability in oil companies in Nigeria. The objectives of the study were to:

1. Determine the effect of constructiveness on organizational sustainability
2. Investigate the effect of creativity on organizational sustainability
3. Ascertain the effect of authenticity on organizational sustainability
4. Examine the effect of inspirational capability on organizational sustainability
5. Investigate the effect of reliability on organizational sustainability

Research Questions

The following research questions were formulated and assisted in providing required data for the study:

1. What is the effect of constructiveness on organizational sustainability?
2. How does creativity affect organizational sustainability?
3. What is the effect of authenticity on organizational sustainability?

4. How does inspirational capability associate with organizational sustainability?
5. What is the effect of reliability on organizational sustainability?

Research Hypotheses

H₀₁: There is no significant effect of constructiveness on organizational sustainability

H₀₂: Creativity does not have any significant effect on organizational sustainability

H₀₃: Authenticity does not have any significant effect on organizational sustainability

H₀₄: Inspirational capability does not have any significant association with organizational sustainability

H₀₅: There is no significant effect of reliability on organizational sustainability.

Scope of the Study

In terms of content scope, the study focused on literature within the domain of management sciences and theories that support the concept of managerial integrity and organizational sustainability. Geographically, the study was conducted in Nigeria and focused on oil companies that operate in Nigeria. However, much attention was given to oil companies operating in Rivers State in the Niger Delta region since most of the major oil companies in Nigeria have their branches in this region. The unit of analysis was at the organizational level or macro level, because it focused on managers and supervisors in four oil companies operating in Nigeria.

Significance of the Study

Every piece of well executed research study contributes to ideas on the concepts in literature. In the same vein, the findings from this research study will contribute immensely to literature. Hence, scholars will find this research work resourceful because it will assist them in further research studies. Managerial integrity is crucial to the work of the personnel specialists. It is an essential qualities or factors to consider during decision making for productive operations. Based on these facts, this work would be of great importance to production/operation managers, marketing managers, as well as financial managers in oil companies in Nigeria. It will assist management in their planning, decision making and in control of organizational resources in order to improve the organizational performance. Entrepreneurs will find this work useful in planning and decision making for effective operations since they assumed the role of managers in their operation, both in the public and private sectors in Nigeria. Although, the study is directed to oil companies in Nigeria, however, it will also assists other firms that may find this work useful in their area of operations to attain organizational sustainability.

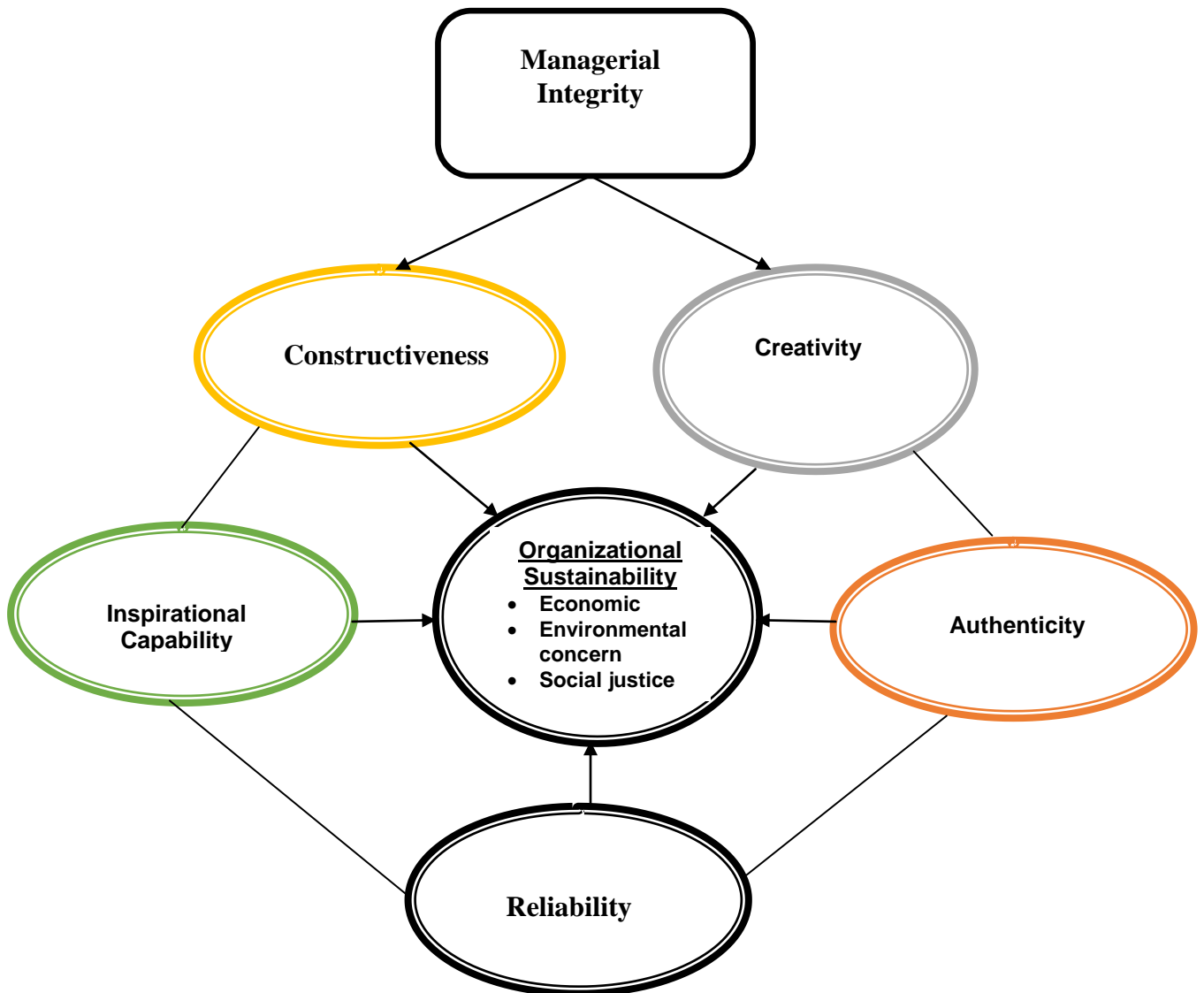
LITERATURE REVIEW

Theoretical Framework

We adopted Capital-based theory that supports organizational sustainability. Porritt (2005) argued that the capital-based view is now a dominant idea in organizational sustainability treatment. Additionally, McElroy (2006) noted that, capital in this case is considered as a stock of anything that can provide a flow of goods or services that will be beneficial in the future as required by humans and/or non-humans for their well-being. Applying capital-based view of sustainability theory and practices is vital and generally include; natural or ecological capital and anthro-capital consideration (McElroy, 2006; McElroy, 2008).

McElroy (2008) argued that behind the use of the idea of capital extend far above the classical economic interpretation of capital. This implies that the use of capital may involve accumulation of skills, intellectual capabilities and wisdom in maintaining integrity in business operations. Therefore, we summarized that sustainability of an organization will depend on the proportionate impacts of firm's operations on the carrying capacity of its capital through managerial integrity.

Conceptual Framework



Source: Dimensions of Managerial Integrity modified from Kaptien (2003). Organizational sustainability measures by Wentworth, (2012) in Miidom et al. 2016)

Concept of Managerial Integrity

The concept of integrity itself is as yet not clear and is still contested (Brenkert, 2004; Montefiore, 1999). Six and Huberts (2008) identified a range of different perspectives,

ranging from integrity as wholeness to integrity as exemplary moral behavior or integrity as the quality of acting in accordance with laws and codes. Hence, in this study we approached integrity from the managerial perspective which can be referred to as the holistic perspective because managers are individuals and are the representatives of the entire organization. We follow Six and Huberts' (2008) arguments and work with the perspective of integrity as the quality of acting in accordance with generally accepted moral values and norms to advance the organizational and public interest. According to Kpotu and Ozioko (2020), Integrity is derived from the Latin word 'integras,' which signifies fullness or wholeness. It has long been associated with morality, virtues, and ethical behavior. Integrity is a behavioral trait that is demonstrated by a person's rigorous devotion to obligations while maintaining compassion towards others.

Individual integrity was also described by Adenusa et al. (2013) as including utilizing traits such as honesty, transparency, reliability, consistency, non-distortion of facts, and preventing and resolving incorrect activity. Integrity, according to Yukl (2013), is honesty and consistency between a person's proclaimed principles and action." Integrity is a characteristic that offers desirable bonding for social, strategic, and work interactions, according to Kpotu & Leebari (2013).

A manager with integrity has clearly defined boundaries and has inspiring abilities, traits, and standards in order to fulfill his responsibilities. They do things likewise in light of the fact that they need to do so (MacIntyre, 1981). They have very much grounded and immovably established goals and good limits. They act with conviction and enthusiasm and need to be Integrity, according to Becker and Talsma (2016), elicits consistent behavior in managers' everyday interactions with followers. It instills reliance on the individual as it ensures that obligatory roles are passionately and sacrificially adhered (Omar et al., 2012). According to Bui (2018), the integrity trait is what authenticates an individual's psychological analysis especially in relation with reliability, trust and honest practices.

Adenuga et al. (2013) have noted that as managers show integrity, they embraced a functional culture that transform employees and inspire them on their career structure and offer support that encourage functional work behaviour especially in showing commitment to work goals. The dimensions of managerial integrity by Kaptein (2003) were adopted by Kpotu and Ozioko (2020) without any modifications. They believed that a manager who maintains integrity is authentic, reliable and constructive. This is quiet true however; in addition, such manager is also creative and inspirational. By adding these two variables will make the concept of managerial integrity to be comprehensive. Hence, these five dimensions of managerial integrity are effectively discussed subsequently under the next subheadings.

Constructiveness

According to thesaurus dictionary, constructiveness is the quality of serving, to build or improve. This is the core aim and functions of managers. This implies that managerial integrity focus on improving existing situations and processes and involving building new favourable environment for the organizations. Kaptein (2003) argue that constructiveness is an important component of managerial integrity because such manager involved in community affairs. Realizing that business is inevitably a social activity, the constructive Manager likewise produces value in society (Kaptein, 2003). People work with and for other persons (Kaptein, 2003). Companies may help people grow and attain their maximum capabilities. This may be used to appeal to a constructive manager who is also accessible). He

is indeed open to hear what others have to say about him. Hence, we expect that constructiveness will lead to organizational sustainability.

Creativity

Creativity is a complicated and intriguing notion, finding it challenging to describe vagueness around the notion and the lack of a universally agreed definition (Andriopoulos, 2000). The notion of a creative individual was at the heart of the first definitions of creativity. Although each person's creativity is unique, the true benefit occurs when the creative process is harnessed at the corporate level (Cook, 1998).

Variety of definitions of creativity was proposed. According to the definition of creativity, it is "the invention of innovative, relevant ideas in any domain of human endeavor, spanning from science to the arts, to education, to business, to daily life," therefore the thoughts must be fresh and relevant to the opportunity or challenge offered (Amabile, 1996; Dewett, 2004; Amabile et al., 2008; Woerkum et al., 2007). Various definitions place a premium on depth of thought and mental processes that result in creative solutions to issues. A set of definitions focuses on people's intellectual ability and personality attributes, while others focus on the goods themselves in terms of creative outputs and features (Martins & Terblanche, 2003).

However there is no consensus as to where creativity belongs in a method, a product, or a person, there is consensus on creative labor containing both novel and valuable conceptions (Petrowski, 2000). Creativity is believing in fresh ideas and turning them into reality in the form of new products or services offered by businesses (Kilroy, 1999). It is founded on unique and beneficial ideas, independent of the sort of ideas, the motivations for their creation, or the moment at which the process begins (Unsworth, 2001). The importance of creativity is worth considering because of its ability to yield novel and proper ideas to solve complex problems, to increase efficiencies and to enhance overall effectiveness (Diliello & Houghton, 2008). The fundamentals of creativity are "problem searching" and "issue solution," and creativity necessitates variety of skills and abilities. As a result, creative thinking differs greatly from the usual and necessitates the modification or rejection of previously held beliefs (Herbig & Jacobs, 1996).

Similarly, Dewett (2004) observed that individual creativity has two general facets which are creative efforts and creative outcomes. Individual creativity can be defined as "a person's ability to think beyond the obvious and produce something novel and appropriate (Nayak, 2008). There are three different sorts of creativity: making something new, merging things, and enhancing or modifying things. It is a key phrase in a wide range of fields, including fine arts and architecture, sociology, science, psychology, economics, management and engineering. In addition to the tangible qualities or evident qualities of these products or services, the use of creativity in the workplace may bring value to them (Sadi & Al-Dubaisi, 2008). Thus, as carefully expressed on creativity, we assert that managers who embraced creativity will improve organizational sustainability.

Authenticity

Authenticity is what integrity is all about. Authenticity simply means being who you are (Kaptein, 2003). An authentic person knows what he wants and who he wants to be. He is genuine. He is himself. He is autonomous. The authentic manager knows why and what he does and who is did it for. According to Kaptein (2003), an authentic manager is more able

to tolerate pressure and temptations, is capable of understanding the tough elements of situations, as well as being better able to take a stand on his own behalf. He is capable of placing matters in a broader perspective and he enjoys more consistency and stability in his life (Kaptein, 2003).

The authentic leader has a clear idea of what he wants to accomplish. He is driven and has a clear vision. Integrity is focused on leading a well-rounded life, pursuing unity and continuity in our goals and routes. The authentic manager also has clear values. Values are important guidelines for our actions. Values give direction to the route we should follow and the aims we set ourselves (Collins & Porras, 1995). Values serve as a link between our ideals and our moral bounds. A manager without values is, in a sense, an empty hull: he lacks parameters for making decisions and will thus be carried in all aspects, choosing the simplest path or passively following the crowd. Authentic managers have an answer to the question as to how they want to realize their ideals. The authentic manager has clear limits. They do things also because they want to. They have well-grounded and firmly rooted ideals and moral boundaries. They act with conviction and passion' and want to be held accountable for their actions

Inspirational Capability

Thrash and Elliot (2003) and Degaard (2005) asserted that inspiration could be conceptualized as a distinct psychological process. Engen (2005) concurred and proposed that inspiration IS significant within the field of positive psychology. Positive psychology involves the science of emotions, that is positive, and other factors that help individuals to thrive (Seligman et al., 2005). Hart (1998) concluded that inspiration is extremely important to the ability to live life with vitality and meaning. Meaningful life, cited by Seligman (2002) as one of the three routes to personal happiness, could be the nexus between inspiration and positive psychology. Inspirational capability requires individuals to accept greater responsibility through self-efficacy to achieve action (Thrash & Elliot, 2004).

Hart (1998) asserts that inspiration is that moment when ideas are converted into action. Thrash and Elliot (2003) found that trigger objects motivate the inspired individual to transmit, actualize, or emulate, therefore it is conceivable that the moment of inspiration creates energy and confidence within people that stimulates action. Hence, managers with integrity lead by inspiration and also motivate others to do the same. Therefore, we concur that managers that lead by inspiration and motivate others will improve organizational sustainability.

Reliability

A manager of integrity is dependable. He says exactly what he does, and he does exactly what he says. His statements are in line with his principles. His words and actions are inextricably linked. He follows through on what he preaches. He keeps his word (Kaptein, 1998). His yes means yes and his no means no in words and acts), is consistent (in various relationships), and is consistent (in various situations). Consistency is a quality of the reliable manager. He keeps track of the agreements he makes, the goals he sets, and he is honest and does not take a hasty path, use shady methods, or stop trying. He is not hypocritical or enslaved by great intent which he cannot achieve. Becker, 1998) and not trying to implement it (Kaptein, 2003). Regardless of the connection in question, a dependable manager acts on the same set of standards and principles. They are not indiscriminate or unjust in their actions (Blanchard & Peale, 1988).

A manager's behavior with integrity is consistent, there has been unity in it, and solid values

flow through like a golden thread (Montefiore, 1999). A dependable manager uses the same set of ideals to design his many duties. A businessman that is hesitant to accept presents from suppliers yet lavishes extravagant presents on clients is illogical. Similarly, a manager who seems to be a fervent supporter of an environmental group outside of work but is hell-bent on avoiding one environmental agreement after another at work is not functioning rationally. Coherent behavior, on the other hand, does not imply that one constantly acts in the same manner (Kaptein, 2003).

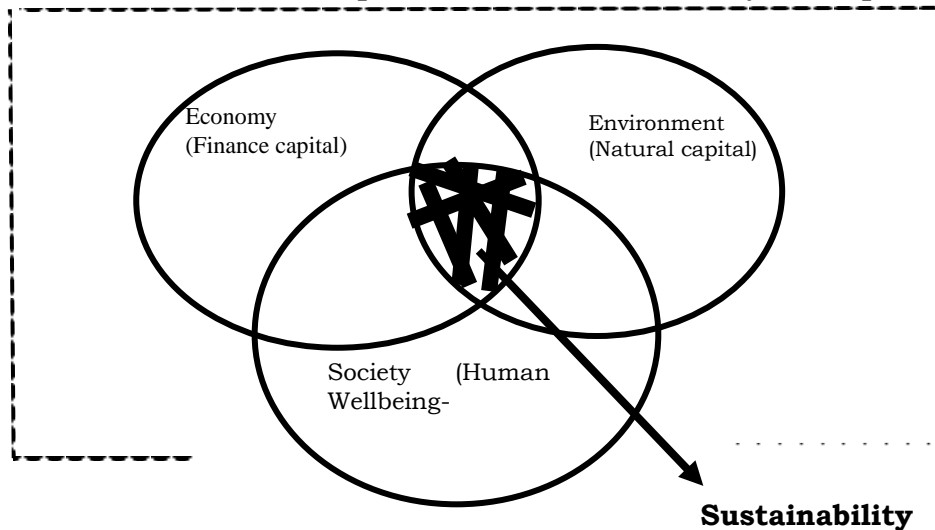
Organizational Sustainability

Several studies have endeavored to define organizational sustainability, and yet no clear and satisfactory definition appears to exist. Even though we are not here to debate the definitions of organizational sustainability, we have discovered a commonality that exists across its meaning, like taking into account current and future circumstances (Cella-de-Oliveira, 2013).

As Redclift (1994) noted, the etymological origin of sustainability has its root from the Latin verb 'sustenerere' (= uphold). He further asserted that, this etymology is also reflected in the debate among Spanish-speaking scientists; that is, whether 'sostenibilidad' (from sostener) or 'sustentabilidad' (from sustentar) which are pointing to same idea of sustainability (Redclift, 1994). According to Moneva et al., (2006), in the traditional business approach, environmental and social issues were overlooked in management objectives because they were not visible or had little financial impact, but after the Brundtland report in 1987, sustainable development became a concept that corporate entities and business firms adopted. In this case we may conclude that the emergence of organizational sustainability may be linked to the Brundtland report in 1987.

Organizations have come under great pressure from markets and legislation which led many organizations to align themselves with sustainability which originated the concept of organizational sustainability (Cella-de-Oliveira, 2013). This was based on triple bottom line principles (economic, environmental and social concern (Elkington, 1999) and have been accepted by scholars (Dyllick & Hockerts, 2002; Savitz & Weber, 2006; Callado, 2010 and others) as three pillars of organizational sustainability (Lung & Leurat, 2014; Moneva et al., 2006). Nowadays, some companies are aware and considering sustainable development or sustainability. In addition, Munck et al. (2012) argued that the quest for economic growth and social equity prompted many organizations to pursue sustainability and has been a major issue that needs concern for over past 150 years. Furthermore, by adding concern for the holding capacity of natural systems, sustainability therefore ties together the current main challenges facing humanity. As Cella-de-Oliveira (2013) noted, sustainability has gained popularity in the society and has also entered organizations.

Three Pillars or Triple Bottom line Sustainability Development



Adopted from Wentworth, (2012). Seeking sustainability. parliamentary House of science and technology.

Economic sustainability: This is the maintenance of non-depleting reduction capital stocks (Spangenberg, 2005). To further buttress the point, Dyllick and Hockerts (2002) argued that, anytime an organization's economic sustainability showed the organization that it has the capacity to realize its activities in a way that is both responsible and culminated in considerable profits.

Environmental sustainability: This framework considers economic sustainability alongside social and environmental factors in a non-hierarchical manner (Moure-Eraso et al., 2003). According to Cella-de-Oliveira (2013), the idea of environmental sustainability is frequently defined in terms of biodiversity preservation, regenerative capability, and reuse, non-renewable resource constraints, and waste creation. Organizations that are aware of environmental sustainability, according to Dyllick and Hockerts (2002), solely concentrate on using natural resources at a rate below their natural capacity, in order to conserve and maintain the ecosystem.

Social Sustainability: Environmental protection is at the heart of the notion of social sustainability, which is founded on moral responsibility to subsequent generations. Even the modest definition of physical sustainability, according to Brundtland (1987), implies a passion for human fairness between generations, which must therefore be expanded to equality across generations. People become the fundamental focus of social sustainability in this instance. In addition, there is the well-being of the community or society. Furthermore, as Lorenztti et al. (2008) pointed out, the social sustainability concept emphasizes equality and participation of all social groups in the preservation of a system's balance through sharing responsibilities and privileges. As a result, the oil companies' organizational sustainability is dependent on their responsibility for the organization and the society's well-being.

Relationship between Managerial Integrity and Organizational Sustainability

Managers with integrity are constructive, honest, inspiring, reliable, and innovative, as we have explored is the real side of the manager. According to Kaptein (2003), there are three sorts of hands that may be identified in line with tradition, and a manager of integrity should have to foster

integrity in employee behavior. Whatever be the hand, the important issue is that the manager of integrity uses his hands actively. Managers of such caliber can ensure organizational sustainability. This is arguable because the extent to which these characteristics are put into action will determine the attainment of organizational sustainability. As we have discussed earlier, the concept of organizational sustainability is important oil companies (Miidom et al., 2016). It is obvious that sustainability emphasized on the three pillars (economic, environmental and social justice). According to Wentworth (2012), the environment is the foundation for determining social and economic conditions, but analyzing the boundaries of all three aspects is a must for achieving high sustainability. Managers must maintain a high degree of integrity in order to achieve these goals by ensuring that the three pillars are tackled at same time.

According to Collini et al. (2015), integrity encompasses compassion, therefore managers who demonstrate these characteristics are especially reliable in doing the right thing, satisfying others' expectations, and adhering to standards. In practice, they strive for what is fair, just, and accepted to everyone. In this line, managers with integrity are recognized for stating the truth and seeking the truth rather than distorting facts for personal advantage (Akpotu & Leebari, 2013). Thus, we harmonized in our opinion that managerial integrity will assist in sustaining business operations of oil companies in Nigeria.

Empirical Review

Managerial integrity as it affects organizational performance has captured attention of researchers in recent times. For example, in Nigeria, Akpotu and Ozioko (2020) investigated the link between management integrity and staff turnover intentions in the fast food and restaurant industry. The research looked into how a manager's behavioral disposition influences staff attendant behavior. The research uses a structured questionnaire as the instrument for data collection from a sample of 138 respondents because it was a cross-sectional survey. With a Cronbach alpha of 0.81, the result instrument demonstrated internal reliability. The data was analyzed using multiple linear regression, with a coefficient value of $R = 0.587$ at the $p = 0.05$ level of significance indicating that management integrity has a very high impact on organizational success.

Duggar (2009) studied the importance of honesty in both individual and organizational leadership. The research focused on individual integrity and its relevance at the business level in fostering a culture of integrity. Integrity-driven people cultivate trustworthy connections with others. Individuals of integrity are required at the corporate level to establish a consensus around common values. According to Duggar (2009), as this consensus grows, the business develops a culture of integrity, which promotes a highly valued work environment, influences corporate governance quality, and offers a platform for good long-term financial success.

From a theoretical approach, Besen et al. (2017) looked at genuine leadership and knowledge management. They came to the conclusion that authentic leadership possesses a strong ethical/moral quality, as well as consciousness and the ability to encourage followers' self-awareness. Authentic leaders also operate in accordance with their real selves, connecting their actions and conduct with their principles, developing transparent connections, and fostering trust-building environments. This demonstrates that genuine leaders promote the growth of their supporters. Indeed, authentic leadership attributes contribute to the

development of an organizational culture basic ethical, as well as a healthy organizational environment built on trust and involvement.

Al-Ababneh (2020) looked into one aspect of management integrity: creativity, as well as its definitions and ideas. The author concludes that creativity is one of the most complicated human behaviors, impacted by a wide range of social, developmental towards creativity in a number of sectors and diverse ways (Runco & Sakamoto, 1999). Al-Ababneh (2020) also stated that the origins of creativity vary, and that none of them entirely describe the creative process. As a result, he came to the conclusion that creativity may be defined as a delightful attribute, fortuitous action, planned luck, perseverance and technique in solving problems.

Rahim et al. (2020) investigated the relationship between employee honesty and work performance in Malaysia's manufacturing, lodging, food and beverage, education, and public administration industries. The data was provided from 420 employees via a questionnaire. Smart PLS 3.0 was used to evaluate the data collected. Considering Malaysian working culture as a backdrop, the findings demonstrated a favorable substantial link between integrity and worker performance. The findings suggest that employee integrity is important in terms of performance, and that having a high integrity employee leads toward to high quality performance.

Based on a survey of related literature, it is clear that previous researchers were interested in examining the link between management integrity and organizational circumstances in order to enhance organizational circumstances. However, from the review, there is less empirical work on managerial integrity as it affects organizational sustainability especially in Nigerian control. Additionally, no appropriate researches have been found in explaining the concept that creates a vacuum which the present study attempts to fill.

Method

The study adopted cross sectional research design. The population for the study was three hundred and fifty (350) respondents comprising of managers and supervisors from four (4) oil companies in Nigeria. The organizations include; Shell Petroleum Development Company (SPDC), Mobile Oil Company, Total Oil Company and Nigerian National Petroleum Corporation (NNPC). A sample size of 187 was determined from this population through Krejcie and Morgan sample technique. The primary data were collected through questionnaire and reached the respondents via emailing system of delivery. The research instrument was validated through Cronbach Alpha Reliability test which gave a high score of 0.8, indicating that the instrument was reliable for the measurement.

Measures

Managerial integrity indicators are constructiveness, authenticity, reliability, inspirational capability and creativity as predictor variables were measured using four item statements each on Likert 5-point scale. At the same time, organizational sustainability as criterion variable was measured using 5 item statements on a Likert 5-point scale. The scale ranged from strongly agree to strongly disagree, where score of 5 was assigned to strongly agree, 4 was assigned to agree, while 3 was assigned to neutral; 2 was assigned to disagree and score of 1 was assigned to strongly disagree. The data collected were analyzed using Multiple Linear Regression Coefficient statistic to ascertain the effect of the predictor variables on the criterion variable.

Results and Discussion

One hundred and eighty seven (187) respondents comprising of managers and supervisors were reached with the questionnaire via email and one hundred and seventy eight (178) copies were filled and retrieved successfully. This shows that the participants responded favourably to the items that described the variables. Table 1 below shows the results from demographic analysis.

Table 1: Demographic Data Analysis

Response Variables	No of Respondents	Respondents' (%)
Gender:		
Male	102	57.3
Female	76	42.7
Total	178	100%
Age:		
	Frequency	Percentage Score
25- 35 years	116	65.2
35-45 years	33	18.5
45-55 years	22	12.4
Above 55 years	7	3.9
Total	178	100%
Educational Qualifications		
	Frequency	Percentage Score
Diploma	45	25.3
First Degree	79	44.4
Master's Degree	39	21.9
Ph.D. Degree	15	8.4
Total	178	100%
Positions		
	Frequency	Percentage Score
Manager	104	58.
Supervisor	74	41.6
Total	178	100
Years of Working with the Organization		
	Frequency	Percentage Score
Between 1-5 years	58	32.6
Between 6-10 years	71	39.9
Between 11-15 years	34	19.1
Between 16-20 years	12	6.7
Above 20 years	3	1.7
Total	178	100

Source: Research Results (2021).

Table 1 above shows that 102(57.3%) of the respondents were male while the female were 76(42.7%). This indicates that most of respondents were male since. With respect to age of respondents, the result indicates that most of the respondents were between 25-35 years which represents 30.2%. Concerning the educational qualifications, the result indicates that most of the respondents were holders of Diploma certificates which represent 25.3% of the total respondents. Of the position of respondents 104(58.4%) were manager while 74(41.6%) were supervisors. The result from working experience shows that 71(39.9%) were between 6-10 years

Univariate Analysis of the items on the Questionnaire

Likert's five point scale was adopted in the study and the criterion mean as benchmark was computed as followed: Acceptable Mean = $\frac{1+2+3+4+5}{5} = 3.00$. This shows that only responses to items that meet the criterion mean benchmark were accepted.

Table 2 Descriptive Statistics

	Mean	Std. Deviation	N
Organizational sustainability	3.1404	1.37674	178
Inspirational capability	3.2697	1.37174	178
Reliability	3.9270	1.49811	178
Constructiveness	3.7921	1.42478	178
Creativity	3.5787	1.34332	178
Authenticity,	3.4438	1.53295	178

From table 2 above, it is clear that the means core of all items for the variables were above 3.0 criterion mean. This implies that the data for the study were in good fit and the respondents actually provided responses required for the study.

Table 3. Model Summary^b

Mo del	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.981 ^a	.963	.961	.27029	.963	884.012	5	172	.000

a. Predictors: (Constant), Authenticity, , Creativity, Reliability, Constructiveness, Inspirational capability

b. Dependent Variable: Organizational sustainability

From table 3, the value of R = 0.981 indicates a good level of prediction. The "R Square" of 0.963 is the R² value of the coefficient of determination, which is the proportion of variance in the dependent variable that is explained by the independent variables. Hence, from table 3, 3.7% (100% - 96.3%) of the variation is caused by factors other than the predictors not included in this model. Thus, 96.3% proportion of variance in organizational sustainability is explained by constructiveness authenticity, creativity, reliability, inspirational capability.

Table 4 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	322.923	5	64.585	884.012	.000 ^b
	Residual	12.566	172	.073		
	Total	335.489	177			

a. Dependent Variable: Organizational sustainability

b. Predictors: (Constant), Authenticity, Creativity, Reliability, Constructiveness, Inspirational capability

The F-ratio in the ANOVA Table 4 tests whether the overall regression model is a good fit for the data. The result shows that constructiveness authenticity, creativity, reliability, inspirational capability statistically and significantly predict organizational sustainability, $F(5, 172) = 64.585$, $p(.000) < .05$ indicates that the regression model is a good fit of the data. Statistical significance of each independent variables measures whether the nonstandardized (or standardized) coefficients were equal to 0 (zero) in the population (i.e. for each coefficient, $H_0: \beta=0$ and $H_a: \beta \neq 0$). If $p < .05$, the coefficients are statistically significantly different from 0 (zero). The importance of these significant tests is to examine whether each test is valid.

Test of Hypotheses (Multiple Linear Regression Coefficient Analysis)

The null hypotheses formulated were tested to ascertain the effect of managerial integrity on organizational sustainability as shown on table 3.

Table 5 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.276	.143	.032	1.923	.022
	Constructiveness	.519	.076	.497	3.850	.000
	Reliability	.184	.060	.158	3.198	.000
	Authenticity,	.188	.071	.183	3.068	.003
	Inspirational capability	.176	.060	.385	3.076	.001
	Creativity	.182	.097	.296	3.326	.000

a. Dependent Variable: Organizational Sustainability

The t-value and corresponding p-value in the "t" and "Sig." columns respectively revealed the following results: constructiveness, beta value = 0.497; $p(.000) < 0.05$ indicates a positive and significant effect on organizational sustainability. Reliability, beta value = 0.158; $p(.000) < 0.05$ indicates a significant effect on organizational sustainability. Authenticity beta

value = 0.183 and $p(.003) < 0.05$ shows a positive and significant effect on organizational sustainability. For inspirational capability, beta value = 0.385 $p(.001) < 0.05$ shows a positive and significant effect on organizational sustainability. Finally, for creativity, beta value = 296; $p(.000) > 0.05$ shows a positive and significant effect on organizational sustainability. This means that managerial integrity positively and significantly affected organizational sustainability in oil companies in Nigeria.

Discussion of Findings

We tested the effect of managerial integrity on organizational sustainability using multiple linear regression coefficient statistics and obtained a result of $r=0.981$ which is a high level of change in organizational sustainability that is caused by managerial integrity. Therefore, our result revealed that managerial integrity has a significant effect on organizational sustainability. Our finding is supported by the result obtained from the work of Akpotu and Ozioko (2020) in their study on the relationship between managerial integrity and employee turnover intention in the fast food and restaurant sector Nigeria. Their study adopted the cross-sectional survey approach therefore used structured questionnaire as instrument for data generation from a sample of 138 respondents. Their survey instrument showed internal consistency with Cronbach alpha value of 0.81. The data generated were analyzed using multiple linear regression coefficient and their result was positive as $R = 0.587$ when $p < 0.05$ level of significant indicated that managerial integrity significantly affects organizational performance with respect to employee retention at a very high level.

Our study findings also relate with the findings by Duggar (2009) on the role of integrity in individual and effective corporate leadership. Their study revealed that at the corporate level it takes individuals to develop integrity on a consensus shared values. As this consensus builds, the corporation develops a culture of integrity. This is particularly with the managers. They found that 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.

Our study also finds a similarity with the work by Al-Ababneh (2020) who examined one component of managerial integrity which is creativity its definitions and theories. The author conclude that creativity is regarded as one of the most complex of human behaviors which can be influenced by a wide array of social, developmental and educational experience that leads to creativity in different ways in a variety of fields (Runco & Sakamoto, 1999). Therefore, managerial integrity has significant effect on organizational sustainability.

Our study also harmonized with Rahim et al. (2020) on the effect of integrity and employees' job performance in four main industries in Malaysia which are manufacturing, accommodation, food and beverages, education and public administration. Their result revealed a positive and significant relationship between integrity and employees' job performance. Their finding also show that integrity plays a vital role in employee performance as well a high integrity employee will lead to a better performance. Thus, with these findings, we claimed that managerial integrity has a significant effect on organizational sustainability in oil companies in Nigeria.

Conclusion

After critical analysis of the effect of managerial integrity on organizational sustainability, our research revealed that in Nigerian oil companies, managerial integrity is lacking because it has a significant effect on organizational sustainability. This arose from the fact that managers in Nigerian oil companies failed to develop managerial integrity as means of achieving organizational sustainability. This also shows that the five dimensions of managerial integrity (constructiveness, reliability, authenticity, inspirational capability, creativity) used in this work significantly affect organizational sustainability in oil companies in Nigeria. Therefore, we conclude that managerial integrity affects organizational sustainability in oil companies in Nigeria.

Recommendations

After the critical investigation of the problem and the extent to which managerial integrity have affected organizational sustainability, from our result, we recommended that to attain organizational sustainability, management in oil companies in Nigeria should develop managerial integrity such as; authenticity, constructiveness, reliability, inspirational capability and creativity because these will assist the organizations in achieving organizational sustainability. Oil companies should maintain the needed managerial integrity and consider sustainability by responding to demands of diverse stakeholder groups whether they are primary or secondary, as such responsiveness would be effective for attaining organizational sustainability.

Implications of the Study

Integrity is a prerequisite to personal and organizational success. Managers who developed integrity build trust in their relations with others; they become valued as friends, colleagues, mentors, and supervisors including people outside the organization. They are respected and counted on to do what is right. Managers with integrity are needed at the corporate level to build agreement around common ideals. The corporation will create an integrity culture as this consensus grows. This culture has an influence on internal and external interpersonal ties, resulting in a highly appreciated work environment. As a result, a culture of integrity encompasses connections with customers, vendors, suppliers, and the general public. Managers with integrity are able to provide value and guidance to executive officers, ensuring that the integrity culture encompasses the interests of all stakeholders and delivering strong long-term financial results.

Contributions to Knowledge

The primary aim of the study was to examine the effect of managerial integrity on organizational sustainability. To achieve this we developed a framework and we adopted dimensions of managerial integrity and developed two more dimensions to form a comprehensive conceptual framework which facilitates the understanding and applicability of the concepts and delineated on solving the problem of organizational sustainability in oil companies in Nigeria. Thus, with the presence of the five dimensions of managerial integrity, we strived to unveil the effect of managerial integrity on organizational sustainability in oil companies in Nigeria. Therefore, our study significantly contributes to better understanding of the concept of managerial integrity and organizational sustainability from a holistic point of view.

Areas for Future Research

Our study examined the effect of managerial integrity and organizational sustainability which focused on oil companies operating in Nigeria. As such it may not provide effective generalization to cover other sectors in Nigeria. As such, future research will focus on how managerial integrity affects organizational sustainability in hospitality firms, tourism sector or communication companies in Nigeria. Furthermore, the measures of organizational sustainability were not tested individually as they are affected by managerial integrity which provided room for further studies to examine the extent to which economic sustainability, environmental concern and social justice are affected by managerial integrity in Nigerian business organizations.

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