ETHICAL LEADERSHIP AND FIRMS' SURVIVAL IN THE NIGERIAN COMMUNICATIONS SECTOR IN RIVERS STATE, NIGERIA

OGBONDA, ENYINDA HENRY
Department of Management
Faculty of Management Sciences
University of Port Harcourt

And

OLORI, WILLIAMS O.
Department of Management
Faculty of Management Sciences
University of Port Harcourt

Abstract

This study sought to establish the relationship between ethical leadership and firm survival. The aim of the study is to ascertain the association of ethical leadership and survival of telecommunication industry in Nigeria. In order to achieve this aim, two research questions and hypotheses were formulated to guide the study. Consequently these questions and hypotheses were subjected to statistical analysis using the Pearson's correlation technique aided with Statistical Package for Social Science (SPSS) version 22.1. Using a five point likert scale questionnaire, the study was conducted on a sample of 106 respondents drawn from the four major telecommunication firms in Nigeria. The result of the analysis showed that there is a significant relationship between ethical leadership and firm survival. Specifically ethical leadership showed a strong positive and significant relationship of 0.730 and 0.739 with customer's loyalty and adaptability respectively. Based on these, it was concluded that ethical leadership is a strong predictor of firm survival especially in this the Nigerian telecommunication industry. The study therefore recommends among others, that telecommunication firms should henceforth treat the issue of ethical leadership with utmost priority. In doing this, there should be a reward system to encourage good leaders with ethical qualities as well as deter unethical conducts with commensurate punishment.

Keywords: Adaptability, Customer Loyalty, Ethics, Ethical Leadership and Firms' Survival.

Introduction

Firm survival is very paramount in this period of business turbulence. It has often times been argued that firms that are productive, efficient and ethical in their business operations will survive, while those that are unproductive, inefficient and exhibit much of unethical behaviours will not survive (Cefis & Marsili, 2006; Shiferaw, 2009). However, it is important to emphasize that every firm has its objectives usually stated in terms of growth in assets, growth in sales, profitability, market share, nature of integration (either vertical or horizontal), nature of diversification, earnings per share, and social responsibility (Kehinde, 2011) thus, all this objectives indicate if the firm is on the path of surviving or about to die. Interestingly, Jones and Barlet (2008), opines that firm survival and growth are firm's implicit goals that require the investment of energy and resources. In his own submission, Gross (1968), asserts that any firm that does not have survival as a primary objective or goal must of a necessity have a re-think. It is imperative we mention that firm survival underpins all other goals. It therefore becomes important that attention be paid to these goals, because they contribute to the satisfaction and execution of other organizational goals.

It has also been argued that the concept of survival is an unwritten law that guides every organization. This thus implies that every organization sees survival as a prerequisite for satisfying any interest whatsoever. In so doing, Gross (1968) identified a set of factors that can possibly impact on firm's survival which include; industry level, market level, location level, firm level. Other studies (Koeak et al; 2010; Coleman, et al; 2013) affirmed that individual factors such as human capital organizational factors like firm's age, size and the level of R & D activities, innovation, legal structure etc. (Wagner & Cockburn, 2010; Gemar et al; 2016) are germane to organizational survival, while other studies (Helmers & Rogers, 2010; Renski, 2011) focused on factors like location level, market level etc. as the essential attributes of firms whose survival is of utmost priority. However, extant literatures have affirmed that firms experience death and scandals as a result of liquidation and corruption occasioned by indulgence on unethical practices by operators of the activities of firms. It is further argued that lack of ethics and ethical leadership are at the centre of such deaths and scandals (Xu, Loi, & Ngo, 2016; Martin, Keating, Dickson, Kwan & Peng, 2011; Brown & Trevino, 2006; Knights, & O'leary, 2005). A vivid example is the case of the Nigerian telecommunication firms who have on one occasion or the other been alleged for various unethical practices by the Nigerian Telecommunication Company (NCC). This menace has often time threaten their operation within the country. Thus, it is imperative to state that the importance of ethical behaviour by handlers of business operations cannot be overemphasized.

It has been acknowledged that when ethical behaviour is exhibited by operators of business concerns, there is bound to be improvement in performance and growth leading to survival and sustainability (Brown & Trevino, 2006; Tseng & Wu, 2017). Ethical leadership is defined by (Brown e al; 2005), as the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers. This to him (Brown et al, 2005), suggests that an ethical leader is seen to set examples for ethical behaviour and practices for the employees and concentrates on the development of methods/plans that will forestall/prevent the propagation of unethical practices in organizations. This is suggestive of the fact, that ethical leaders not only sees that unethical practices does not strive in the organization, but ensures that the organization imbibes good ethical practices that guarantees their survival and sustainability. It is important to note that quite a number of studies have been done on ethical leadership in a couple of years back (Resick, Hangs, Dickson, & Mitchelson, 2006) examined ethical leadership across cultures; Detert, Trivino, Burris, and Andiappan (2007) examined ethical leadership and counter-productive behaviour; for De Hoogh and Den Hartog (2008) examined ethical leadership and social responsibility; Neubert et al; 2009, studied the effect of ethical leadership on subordinate job satisfaction; Avey, Palanski, and Walumba (2011) examined the effects of ethical leaderships on organizational citizenship behaviour (OCB), and deviant behaviour). Most of these literatures were focused on the internal benefit of ethical leadership; showing non consideration of the effect of ethical leadership on firms' survival specifically in the telecommunication sector that is characterized with turbulence and business uncertainty. Here lies a lacuna in literature which this study seeks to bridge. Addition to this problem is the recent fines of Fifty Billion Naira (₦50b) laid on MTN Nigeria by the Nigerian government due to allegations relating to unethical practices and non-adherence to regulations. Etisalat Nigeria was also found in similar case leading to a fine of Thirteen Million, Two Hundred Thousand Naira (₦13,200,000), for running a service on unauthorized short code. This case has led to transition of the company to 9mobile Nigeria. All of these cases of unethical practices (if not curbed) are pointers to inimical and precarious situation in the Nigerian telecommunication industry which implies that these industry is threading on the path to untimely extinction. These identified problems have necessitated this study which seeks to empirically investigate the possible association between ethical leadership and firm survival of the Nigerian telecommunication industry. Specifically the study seeks to identify the relationship between ethical leadership and Customer loyalty and adaptability. This prompted the study to ask two fundamental questions as well as stated and tested two hypotheses. These are;

***Research question* 1:**

What is the relationship between ethical leadership and customer loyalty of the Nigerian telecommunication industry?

***Research question* 2:**

What is the relationship between ethical leadership and adaptability of the Nigerian telecommunication industry?

***Hypothesis* 1:**

There is no significant relationship between ethical leadership and customer loyalty of the Nigerian telecommunication industry.

***Hypothesis* 2:**

There is no significant relationship between ethical leadership and adaptability of the Nigerian telecommunication industry.

The significance of this study stems from the fact that it will elucidate policy makers and managers of the Nigerian telecommunication firms on the growing concern of ethical leadership; especially as it relates to the survival of their organization. The study will as well stress the need for managers of telecommunication firms to handle issue on ethics and regulation with utmost priority. Finally, it is hoped that at completion this study will add to the body of existing literature on the subject matter.

Literature Review

Theoretical Framework

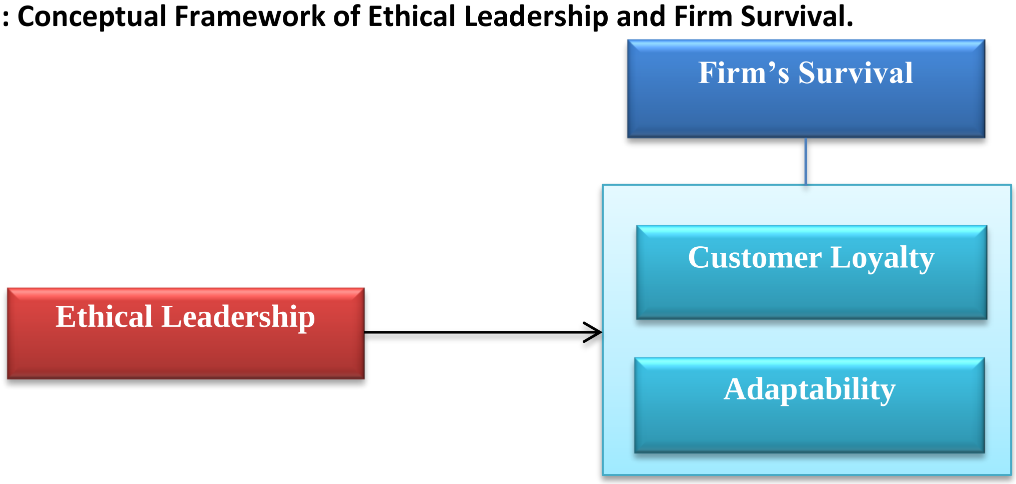
The construct of ethical leadership is anchored on: social learning theory; and social exchange theory. Social Learning Theory (SLT) as propounded by (Bandura, 1977, 1986), states that individuals learn appropriate ways to act, which is achieved through a role modeling process that is achieved by the person observing the behaviours of others. According to Muro and Effrey (2008), social learning theory is considered as a component adopted for the promotion of desirable behavioural change. It stipulates further, that we learn from our interactions with others in a social context. For Brown and Mitchel (2010), they contend that employees learn acceptable behaviours through their leaders. The SLT further contends that through ethical leadership, leaders influence the ethical conduct of followers through a role-modeling process by observing the behaviours of others (Bandura, 1977, 1986). It went on to say that individuals are most likely to pay attention to and emulate behaviours from credible and attractive role models. Modeling is centred on observational learning, imitation and identification. Leaders are at the centre of this learning, because they are deemed to be the source of learning due to their possession of status and power that enables them to affect the behaviour of employees below them. This is made possible due to their power to delve out both punishments and rewards for ethical and unethical behaviour. Individuals vicariously learn through experiences from those around them, what is expected by them in terms of appropriate behviour is learned not only through their own experiences, but also what happens to others (Bandura, 1977, 1986). It is important to point out at this juncture that ethical leaders as role models of ethical behaviours is expected to teach followers how to be skillful in recognizing ethical issues and equipped in handling ethical issues. Also subordinates are taught by them to observe high ethical standards without being under pressure to shun the place of ethical conduct at the altar of achieving a stated business objective.

Social Exchange Theory: As one of the theories that underpins ethical leadership, postulated by Emerson and Ekeh (1976), relying on the principle of reciprocity, subordinates it is believed are bound to reciprocate ethical leaders behaviour to them as constituting part of social development process. This theory holds that every individual is obligated to reciprocate a behaviour they believe had been good and fair to them in a beneficial way. Dwelling on this line of thought, researchers have argued and find out that employees always feel indebted to ethical leaders because of the trustworthy and Fair stance they have always displaced, this has led them to also reciprocate with beneficial work behaviour attitudes (e.g. higher levels of ethical behaviour and citizenship behaviours – OCB), Consequently refraining from engaging in counter- productive/destructive behaviour (e.g. lower levels of work place deviance, low level of unethical behaviour). Relying on these theories, this study seeks to investigate the effect of ethical leadership on firm survival, paying particular attention to the Nigerian telecommunication industry.

Conceptual Framework

The conceptual framework for this study has been succinctly capture by figure 1 presented thus;

Fig.1: Conceptual Framework of Ethical Leadership and Firm Survival.



Source: *Researchers' Conceptualization Based on the Identified Dimensions and Measures of the study.*

Conceptualizing Ethical Leadership

X-raying the leadership classic by Ciulla (2004a), ethics is seen as the heart of leadership. An understanding of ethics begins with an analysis of values, both individual and organization. It is imperative for effective managers to be aware of the values, morals, and system of ethics and ethical decision making. Most importantly, good character and integrity are what we look out for in our leaders. Kouzes and Posner (2007), in their research identified honesty as most important characteristics of a leader. In a more precise term, ethics is described as a body of knowledge that concerns self with moral principles that govern the behavior of individuals. Leadership is in the same vein defined as the act of persuading or influencing individuals towards a desired goal. Oates and Dalmau (2013), therefore in combining the two definitions, defined ethical leadership as 'the art of helping, guiding, and influencing people to achieve a common goal in a morally acceptable way'. Brown and Trevino (2005) posit that ethical leadership focuses on content of the values. It is important to note, that the study of ethical leadership is on the increase and becoming more relevant, as organizations once held in high esteem with just a twinkle of an eye falls down as a pack of cards. Over a decade now or more, the social media had been a washed with issues of corporate failure of organization world over for example, Enron, Arthur Anderson, World com. Tyco, MTN Nigeria, Nigerian Bottling Company, manufacturers of food beverages and soft drinks, Health south, as a result of lack of ethical leadership at the helm of affairs of the various organizations. The above assertion was given credence by Green and Odom (2003), who noted that the lack of ethical leadership in Enron caused harm to thousands of employees, which led to invocation of greater government regulation, and tarnished consumer confidence of the financial industry (Thompson, 2010).

It is interesting to mention that Moss (2002), has observed that those organizations whose exhibition of unethical behavior led to the collapse or huge financial loses, had no option than to re-examine their strategic direction helping them learn that ethical leadership is the way which leads to profitability. Also in the study carried out by Plinio et al. (2010), it was found out that one of the serious challenges facing most organizations today is impoverished ethical behavior and nonexistent ethical leadership. They also noted that trust which is supposed to be an essential ingredient in leadership is nonexistent and the situation is being made worse by a weak economy, with an alarming rate of misconduct by employees at all levels in the organization. This stance was collaborated upon by the works of Darcy (2010), his study confirms that the organizational climate of most organizations are skeptical regarding ethics, in their study a large chunk of people questioned if ethics does actually exist in leadership. In his own description of what lack of trust meant, Frank (2002) described the lack of trust as the 'shadow side of leadership', the cliché includes the negative influences of power, privilege, deception, inconsistency, irresponsibility and misplaced loyalties; which to a very large extent affected the survival of organizations. However, it is important to stress, when ethical leaders consciously establish cordial relationship with all organizational stakeholders, they attempt to garner the desired organizational effort needed to actualize set goals, good quality relationship built on respect and trust, are the most important determinant of organizational success/survival why? Because such relationship anchored on respect and trust, will give birth to entrenchment of basic fundamental principles needed for an organization to succeed like trust, respect, integrity, honesty, fairness, equity, justice and compassion. According to Berghofer and Schwartz (nd) living a harmonious life with these principles, organizations are bound to flourish and be sustained.

Trevino et al; (2000), in their conceptualization of ethical leadership, presented a matrix that comprised of unethical leadership (weak moral person, weak moral manager), hypocritical leadership (weak moral person, strong moral manager), and ethically 'silent' or neutral' leadership (weak/strong moral person, weak moral manager). Trevino & Brown (2004) are of the view that an executive must be seen to possess both a 'moral person' and a moral manager to have a reputation of ethical leadership. A 'moral person' is described as one that has a good character, the leader is honest and trustworthy; he shows concern for employee welfare and is approachable. While the 'moral manager' is seen as one that leads others on ethical basis, he allows employees to know what he is expected to know and holds him accountable for his actions. These managers are known for setting ethical standards, communicating ethics messages, as well as promoting ethical standards within the organization.

Concept of Customer Loyalty

Customer loyalty plays an important, if not critical role in an organization's success. It is believed that loyal customers provide firms a consistent source of revenue and for cost reduction – i.e. less promotional expenses, thus increase in the bottom-line. According to Reichheld and Sasser (1990), loyal customers are willing to: re-buy products despite the fact that there are other alternatives that could cause switching; spend money on trying products across the firm's product line offerings; recommend the products of the firm to other consumers; make sincere feed backs concerning the needs and expectations. It is important to point out here, that every successful customer loyalty strategy applied automatically leads to customer retention that ensures in the long run the survival of the firm.

Oliver (1997) has defined customer loyalty as a deeply held commitment to rebuy or patronize a preferred product or service consistently in the future, despite situational influences and marketing efforts having the potentials to cause switching behaviour. For Kim and Yoon (2004), it is defined as the normal willingness of a customer(s) to maintain his/their relationship with a particular firm or service/product. Mellroy and Barnett (2000), defined customer loyalty as customer's commitment to consistently deal with a firm's product, and subsequently recommend the company's product/service to colleagues. Customer royalty can rightly be divided into components; (Guillen, Nielsen, Scheike & Marin, 2011) the first is premised on behaviour, while the other is anchored on attitudes. But for Reuyruen and Miller (2007), customer loyalty is considered as a merged concept of behavioural loyalty that involves the willingness of a customer to repurchase from and establish a continuous relationship with the organization. On the other hand, attitudinal loyalty connotes the emotions/attachments and advocacy of customers towards the company. Customer loyalty is considered the total point for virtually all classes of businesses (Vesel & Zabkar, 2009). Research has it, that an improvement in 5% in customer retention leads to an increase of 25% to 85% in revenue (Kerin, Hartley, Rudelius, 2009; Reicheld & Sasser, 1990). Also, research study has also revealed that organizations spend more (in monetary terms) to obtain new customer than retaining an existing one (Kotler & Keller, 2006; Wills, 2009). Lin and Wang (2006) opined that customer royalty role in achievement of a competitive advantage for organizations cannot be over-emphasized. Profits can be maximized by firms when they provide safe and quality product and services to their loyal customers (Rauyruen & Miller, 2007). It is important to mention, that several studies have been carried out on customer loyalty these amongst others include: (Rust & Zahorik 1993; Rauyruen & Miller, 2007; Kumar & Shan, 2004; Vessel & Zabkar, 2009; Hallawell, 1996) etc., all of these studies pointed to the fact that customers' loyalty is a crucial element for achieving organizational success. Thus, customer loyalty a vital ingredient for continued existence and operation of firms (Chen & Hu, 2010).

Concept of Adaptability

In the business world, we hear a lot about the virtues of adaptability. In some organizations, adaptability is listed as one of the personal effectiveness competencies upon which an employee's performance may be evaluated. Adaptability according to Denson (1990) is the degree to which a firm has the ability to alter behaviour, structures and systems in order to survive in the wake of environmental change. It involves translating the demands of business environment into action. Organizations are seen as open system that naturally exists in environment that is complex and uncertain. In order for organizations to survive and make profit, the implicit need for them to adapt to the different levels of environmental uncertainty becomes necessary (Otokiti & Awodun, 2003). According to Daft (1999), environmental uncertainty represents an important contingency for firm structure and internal behaviour. An organization must have the right fit between her internal structure and the external environment which is an argument put forward by contingency scholars for organization to survive (Burns & Stalker, 1968; Woodward, 1965). They have particularly maintained that the environment primarily selects those kinds of structures that firms have to adopt for producing competitive performance. In the spheres of business, many new businesses have made an in route into the business world, enlarging the business space. What this portends is that, there is now the presence of more competitor's' that brings on board improvement in technology, better/efficient marketing strategies that now affect competitive advantage enjoyed by the older firms. The level of environmental uncertainty that parades the business space now has created a position of constant disequilibrium and change, not peculiar to industries that are technological based, but it cuts across all business domains. It is important to emphasize here that every organization has an enshrined system of norms, beliefs and values that provides support for their capacity to receive, interpret and translate signals from the business environment into internal behavioural changes that will increase their chances of survival.

Three aspects of adaptability have been identified as impacting positively on firm's effectiveness. These are: the ability of firm's to perceive and respond subsequently to external environment; the ability to identify and respond to internal customers; and finally, the ability of a firm to have the capacity to restructure and deinstitutionalize a set of behaviours and processes that allows the firm to adapt (Denison, 1990). In another vein, the features/qualities of an organization that is seen to be adaptable is that it must be an organization that loves change creation; be customer focus, which births customer loyalty that leads to sustainability and business survival, and be a learning organization that can lead to increased organizational adaptation, vitality and longevity (Barnett & Pratt, 2000; Hedberg, 1981). When an organization is seen to create change, it means the organization among other things has the ability to create adaptive ways to meet changing needs, because the taste of the consumer who are their customers are always changing. It also involves the ability to read the business environment, and responding appropriately to it, while anticipating future changes that may be required. For the customers, the firm is expected to concentrate on its ability to understand and react to their customers appropriately by satisfying their needs now and in the future. For the learning feature/quality of adaptability of a firm is concerned with receiving, translating and interpreting signals from the environment into opportunities for encouraging innovation, gaining competitive advantage and developing capabilities.

Empirical Review

Some studies have shown positive correlation between ethical leadership and leader effectiveness given rise to sustained organizational survival. Studies have shown the role ethical leaders can play towards achievement of an increase in employee job performance that can enhance firm's survival. These leaders are considered to be transformational, because they work on culture, bring their people with them, instill pride in the mission of the organization and deliver benefits to the society from which they make profit. For instance, Toor and ofori (2009) revealed that ethical leadership may play a mediating role in the relationship between organizational culture and employee outcomes. The study further reveals that ethical leadership brings about leader effectiveness, willingness of employees to put in extra efforts, employee job satisfaction, and a flourishing ethical atmosphere which transcends to increase in employees job performance and organizational survival. Resick et al; (2011), sees ethical leaders exerting positive influence on employee job performance, creating intrinsic motivation (Piccolo, et al; 2010), job responses (Ruiz, Ruiz & Martinez, 2011) and willingness of employees to report problems – Whistle blowing, (Brown et al; 2005), to ensure sustained survival of the organization. Leaders with strong ethical commitments can impact positively on the job characteristic model, especially with regards to task significance and autonomy, and employees willingness to put extra effort on task performance (Piccolo et al; 2010). Also, if top management are perceived to have good moral image, ethics may be viewed as an important issue in the organization that will not be handled with kit clove, this impression formed will be translated into a strong appreciation of top management by the employees within the organization by ensuring that the organization succeeds in all that they intend to achieve (Ruiz, Ruiz & Martinez, 2011). Yukl (2006), on his part opined that ethical leaders guide employees toward responsible goals and objectives, which benefit the organization and its members (kanungo, 2001).

Resick, Hanges, Dickson, and Mitchelson (2006), in examining ethical leadership across cultures, precisely the western based culture identified these as the features of ethical leadership: character and integrity, ethical awareness, encouraging and empowering, motivating, accountability and concern for people. Their concern was to find out if western-based ethical leadership was viewed as effective leadership in other cultures. The findings of the study were that, the features that characterized ethical leadership in western world was seen as features prevalent in ethical leaders across other cultures. In their own study on ethical leadership, Detert, Trivino, Burris, and Andiappan (2007) carried out a study on ethical leadership and counter-productive behaviour. A survey data from 265 food service restaurant business were collected and their findings was that management can influence counter-productivity, and when supervision is abused, it will lead to counter productivity, while that was not the case with ethical leadership.

In another study undertaken by De Hoogh and Den Hartog (2008), on ethical leadership and social responsibility, it sort to examine the relationship of a leader's social responsibility on either a cruel leadership or some aspect of ethical leadership. These aspects were considered as: morality, fairness, role clarification, and power sharing. The underlining intention of the study was to unravel how this behaviour from an ethical leader is related to his effectiveness and his subordinates becoming optimistic of him and his actions. The study concluded that leaders who were rated high on social responsibility were rated higher on ethical leadership than on cruel leadership. More so, leader's perceived effectiveness and the subordinate's optimism of him were positively related to ethical leadership. Neubert et al; (2009) examined the effect of ethical leadership on subordinate job satisfaction and affective organizational commitment. The study took into reckoning 250 people employed on full-time bases, and they adapted Brown et al; (2005) ELS for ethical leadership. It was then found out that: Honest managers can directly or indirectly influence ethical climate perception; this influence it was adduced can positively impact subordinates perceptions of job satisfaction and affective organizational commitment.

The study of Toor and Ofori (2009) was on ethical leadership in a Singaporean company. They desired to know from senior executives, senior managers they consider to be authentic leaders. Subordinates and peers where then selected who were rated based on Brown et al's (2005). Ethical Leadership Scale (ELS), and Avolio and Bass (2004) multi factor leadership questionnaire (MLQ). The study found out that ethical leadership is positively and significantly associated with transformational leadership. Also, leaders need to show ethical leadership not only through official means but through their actions, decisions and behaviours. For Piccolo, Greenbaum, Den Hartog, and Folger (2010), they examined the relationship between ethical leadership and task significance effort, job autonomy and job performance. Their study centred on undergraduates and MBA students, they used the ELS for ethical leadership and other measures for job characteristics, efforts and task performance. The finding showed credence that task significance and effort mediate relationship between ethical leadership and employees' job performance.

In their own study (Avey, Palanski, & Walumbwa, 2011) it examined the effects of ethical leadership on organizational citizenship behaviour (OCB) and deviant behaviour. The researchers sampled 191 adults that works directly with the University, and they employed the use of ELS (Brown et al; 2005). The study found a positive relationship between ethical leadership and employee organization citizenship behaviour (OCB) and negative relationship with deviance: They also pointed out that the relationship becomes weaker when the employee's self-esteem is seen to be low. In Shin's (2012) study, which centred on CEO's and employees in South Korea, his concern, was to understand if a relationship does exist between ethical leadership and ethical climate. His finding was that CEO's had a high perception of ethical leadership, was positively associated with the employees' accumulated perceptions of the ethical climate of the firm. Based on these findings, the researchers hoped that ethical leadership can be a strong predictor of firm survival. Thus the study hopes to ascertain the relationship between ethical leadership and firm survival in the Nigerian telecommunication industry.

Methodology

The study adopted the cross-sectional survey design which is suitable for a descriptive study of this nature. The target population of the study by the records of Nigerian Communications Commission (NCC) is sixteen from which four major telecommunication firms will be purposively chosen (MTN Nigeria, Globacom Nigeria, Airtel, and 9Mobil) because of the number of years in operation, size and location etc. Thus these four telecommunication firms form the accessible population of the study. Since the accessible population is relatively small, the study adopted the census in its assessment of the population. Saratankos (2005) opined that census allowed for a more substantial and comprehensive assessment and conclusion of investigation given its particular coverage and analysis of the entire population of study. It is considered preferable where the population is manageable and can be engaged.

The Research instrument adopted for the study is a five points five point Likert Scale questionnaire ranging from strongly agreed to strongly disagreed (e.g. strongly agreed, agree, undecided, disagreed and strongly disagreed). This enables the researchers to elicit responses from respondents on the subject matter in question. Consequently, a total of (110) copy of questionnaire were distributed among the four major telecommunication firms operating in Rivers State, Nigeria, 102 copies of the questionnaire was retrieved indicating 93% rate of retrieval. Getting the instrument to consistently measure what it is supposed to measure (reliability), and to actually measure what it ought to measure (validity), the content and face validity as well as Crobach alpha was used to test reliability and validity of the study in their respective cases.

The data collected was analyzed using the descriptive and inferential analytical methods. We relied on Pearson's Product Moment Correlation Coefficient Statistical technique. It helped to establish the nature of association that exists between the predictor and criterion variables as examined in course of the study. It is a parametric version of Spearman Rank Order Correlation. Pearson's Product Moment Correlation Coefficient (r) measures strength of relationship between two interval scaled variables. It is achieved through the software (SPSS 21.0). The assumption here is that variables must be scaled on the interval or rated with relationships assumed to have linear relationships.

Analysis and Results

As mentioned earlier, total of 110 copies of questionnaire were administered out of which 102 were responded and returned; giving rise to a response rate of 93%. Consequently, the number of responded questionnaires used for analysis was 102. The results have been set out below;

Table 1: Descriptive Statistics Result of Ethical leadership

	N	Minimum	Maximum	Mean	Std. Deviation
Our organization promise what they are able to deliver	102	1.00	5.00	4.0196	.93322

Our organization considers values that represents views of employees at all organization level	102	1.00	5.00	3.9804	1.05286
This organizations listens to what the employees have to say	102	1.00	5.00	4.0490	.87175
In this organization, the purpose and value of the organization is articulated and embedded by all employees	102	1.00	5.00	4.0980	.86184
Valid N (listwise)	102				

Source: survey data, 2018

Table 1 show the descriptive statistics result for the questionnaire items on ethical leadership. The result illustrates that all four (4) items or indicators which are used to assess ethical leadership within the target telecommunication firms have high mean (x) values which is an indication of significant manifestations of ethical leadership within the target firms, given the base mean and benchmark of x > 2.00. These values imply substantial agreement to the experience of ethical leadership and its related activities within the target firms as experienced by participants.

Table 2: Descriptive statistics Result of customer loyalty

	N	**Minimum**	**Maximum**	**Mean**	**Std. Deviation**
Customers feel a sense of loyalty to this organization	102	1.00	5.00	4.1667	.98587
Our customers degree of preference to our products compared to others is very high	102	1.00	5.00	4.0882	.94505
The quality of our firm's/organization service gives rise to a sustained customership	102	1.00	5.00	3.9510	.91606
The quality of our firm's product/service demonstrating the immunity of the customer to the pull of competition	102	1.00	5.00	4.0980	.91748
My firm's product quality influences customer regular purchases/ retention	102	1.00	5.00	4.0686	.87041
Valid N (listwise)	102				

Source: survey data, 201

Table 2 shows the descriptive statistics result for questionnaire items on customer loyalty. The distribution for the data on customer loyalty as depicted in the table indicates that all five (5) indicator statements which are considered as operational reflections of customer loyalty, which the first dimension of firm survival as reflected by the telecommunication firms have substantial mean (x) coefficients which is an indication of significant manifestations or outcomes of customer repetitive buying or return purchase. This interpretation is based on the adopted base mean and benchmark of x > 2.00 which supports evidence of average support and affirmation of customer loyalty as perceived by the majority of the participants.

Table 3: Descriptive statistics Result of adaptability

	N	Minimum	Maximum	Mean	Std. Deviation
My organization has the capacity to restructure a set of behaviours and processes that allow it to adapt	102	1.00	5.00	3.9706	.99956
My organization has the capacity to read business environment, quickly react to current trends, and anticipate future changes	102	1.00	5.00	3.8431	1.05065
My organization is able to create adaptive ways to meet changing needs	102	1.00	5.00	4.1078	.87774
My organization understand and reacts to their customers and anticipates their future moves	102	1.00	5.00	4.0000	.79603
My organization provides all resources that are needed to attract knowledge.	102	1.00	5.00	4.1176	.96774
My organization has the ability to identify new business opportunities and apply strategies that will help them adapt to change and uncertainty in this sector.	102	1.00	5.00	4.0882	.90217
Valid N (listwise)	102				

Source: survey data, 2018

Table 3 shows the descriptive analysis result for questionnaire itemw raised on adaptability; which is the second measure of firm survival. The table reveals that all seven (7) items or indicators which are used to ascertain adaptability are all observed to have substantially high mean (x) coefficients which are an indication of significant manifestations of the organizations' ability to adjust and stay in tune with the changes in their external environment as opined by the majority of the participants, given the base mean and benchmark of x > 2.00. These values imply substantial agreement to evidence of the organizations level of flexibility and change capacity.

Hypothesis Testing

***H_0*1**: There is no significant relationship between ethical leadership and customer loyalty in Nigerian communication industry.

Table 4: Result for hypothesis one

		Ethical	Loyalty
Ethical	Pearson Correlation	1	.730**
	Sig. (2-tailed)		.000
	N	102	102
Loyalty	Pearson Correlation	.730**	1
	Sig. (2-tailed)	.000	
	N	102	102

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

Source: survey data analysis result, 2018.

Table 4 shows the analysis result for the association between ethical leadership and customer loyalty. The table reveals a significant association between ethical leadership and customer loyalty as it boasted of a correlation coefficient (r) = .730; and P < 0.05). This indicates strong positive and significant associations between the variables. Thus the hypothesis was not upheld.

***H_0*2:** There is no significant relationship between ethical leadership and adaptability of Nigerian communication industry.

Table 5: Result for hypotheses Two

		Ethical	Adapt
Ethical	Pearson Correlation	1	.739**
	Sig. (2-tailed)		.000
	N	102	102
Adapt	Pearson Correlation	.739**	1
	Sig. (2-tailed)	.000	
	N	102	102

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

Source: survey data analysis result, 2018

Table 5 shows the analysis result for the association between ethical leadership and adaptability. The table reveals a significant association between ethical leadership and adaptability as it boasted of a correlation coefficient (r) = .739; and P < 0.05). This indicates strong positive and significant associations between the variables. Thus the hypothesis was not upheld.

Discussions

The findings of this study reveal that there is a substantial and significant relationship between business ethics and firms survival. The evidence presented herein reiterates the position of previous research (Cragg & Matten, 2011; Brassett, Rathel & Watson, 2010; Trevino & Nelson, 1999) with regards to the role of business ethics in the actualization of firm survival. Oladumi (2002) and Oyedele (2013) in their argument emphasized that the role of ethical leadership on firm survival cannot be overemphasized. This assertion is further corroborated by the findings of this study which provides evidence of the significant relationship between business ethics and the measures of firm survival (customer loyalty, adaptability).

The findings indicate that ethical leadership contributes towards enhancing outcomes such as customer loyalty, adaptability. This is tangent with the findings of Kouzes and Posner (2002) who indicated that the survival and wellbeing of the organization can be enhanced if they are led by leaders who are morally correct. Quigley (2007) found that an efficient leader enables the employees to discover their talents while improving their skills and hence make relevant contribution towards organizational success and as such the survival of the organization. This view is shared by Zabra, et al; (2006) as essential drivers that unite the employees in the same direction. Ethical leaders stimulate their employees to be proud and commit themselves strongly to an organization, this shapes the manner in which the employees perceive their work. Leaders that espouse ethical values and principles cascade to lower level employees this is because most of them are easily attracted by a form of leadership of mutual respect. Ethical leadership impacts positively on key employee as well as organizational outcomes. Piccolo and Brunk (2009) in their own study also indicated that ethical leadership and employee’s efforts are positively related. Leaders that demonstrate ethical leadership are a source of hope and encouragement to their employees to work harder and perform better. Green and Odom (2003) contend that employees feel safe and motivated when they are in organization where leaders have ethical values and principles.

Ethical leaders are key pillars in instilling moral values and providing guidance to the employees to cope with the organizational culture that shapes their behaviour and actions. This creates a platform where employees can exploit their full potential in working towards the set targets and goals and thus contribute to improved services to customers, enhanced organizational adaptability and innovation. Ethical leaders lead the organization in the right direction and save the organization huge costs from fines and penalties and other unethical practices that might expose the organization to losses. In so doing, the leaders motivate employees to be responsible citizens and to be morally upright in order to protect them and keep them safe from incidences that might affect their productivity and efficiency in the work place (Freeman and Stewart, 2006). It is on these assertions that the study affirms the ethical leadership is a strong predictor of firm survival.

Conclusion

The findings of this study suggest that activities and practices related to business ethics significantly impacts on the survival of the organization. The evidence from the analysis shows that ethical leadership significantly contributes towards enhancing firm survival with specific emphasis of customer loyalty and adaptability. From the discussion it was affirmed that the findings reiterate the assertions of previous scholars who consider business ethics as being imperative for the actualization of enhanced organizational outcomes such as adaptability and customer loyalty, so much so that ethical organization can still thrive and accomplish its goals and set objectives despite the changes and instability in its market and external environment. Based on the observed relationship between the variables, the previously stated null hypothetical statements of no significant relationships were all rejected as the evidence suggests otherwise. Therefore the study concludes that ethical leadership is a veritable tool for firm survival especially in this modern business era characterized with uncertainty and rapid change.

Recommendations

Based on the findings and conclusions of this study, the following recommendations are hereby proffered:

1. The position of leadership within organizations should be attributed to its required level of sacredness and responsibility especially with regards to the need for moral values, appropriate actions, character, trustworthiness, reliability and virtue.
2. Individuals within such roles should be trained and their ascension should be progressive through the ranks thereby imbibing in them the ethical values and beliefs which the organization stands for and upholds.
3. Organizational structures should be stringent enough to maintain formal codes or conduct and formatted to emphasize on the ethical and moral underpinnings of the organization. This is to say, organizational structures should drive the ethical values and position of the organization as subordinates can be mentored or oriented through direct supervision on what is expected or not expected of them within the workplace or organization.
4. Lastly, there should be a reward system to encourage ethical practices in the organization; while deterrent measure should also be taken to discourage both leaders and employees who may act in manners considered not ethical by the organizational code and conduct.

References

Auh, S. & Johnson, M. D. (2005).Compatibility Effects in Evaluations of Satisfaction and Loyalty. *Journal of Economic Psychology*, 26, 35-57.

Avey, J., Palanski, M., & Walumbwa, F. (2011). When Leadership Goes Unnoticed: The Moderating Role of Follower Self-Esteem on the Relationship between Ethical Leadership and Follower Behaviour. *Journal of Business Ethics, 98(4), 573-582.*

Bandura, A. (1977). 'Self-Efficacy: Toward a Unifying Theory of Behavioural Change', *Psychological Review 84, 191-215.*

Bandura, A. (1986). *Social Foundations of Thought & Action* (Prentice-Hall, Englewood Cliffs).

Barnett, C.K. & Pratt, M.G. (2000). From Threat-rigidity to Flexibility: Toward a Learning Model of Autogenic Crisis on Organizations. *Journal of Organizational Change Management*. 13(1), 74-88.

Bloemer, J. & Odekerken-Schroder, G. (2002). Store Satisfaction and Store Loyalty Explained by Customer and Store-Related Factors. *Journal of Consumer Satisfaction. Dissatisfaction and Complaining Behaviour,* 15, 68-80.

Bodet, G. (2008). Customer Satisfaction and Loyalty in Service: Two Concepts, Four Construct Several Relationships. *Journal of Retailing and Consumer Services*, 15, 156-162.

Burns, T. & Stalker, G.M. (1961). *The Management of Innovation*. London: Tavistock.

Brown, M.E.; Trevino, L.K. & Harrison, D.A. (2005). "Ethical Leadership: A Social Learning Perspective for Constract Development and Testing." *Organizational Behaviour and Human Decision Processes*, 97, 117-134.

Brown, M.E., & Mitchell, M.S. (2010). "Ethical and Unethical Leadership: Exploring New Avenues for Future Research. *Business Ethics Quarterly, 20(4), 583-616.*

Brown, M.E., & Trevino, L.K. (2006). Ethical Leadership: A Review and Future Directions. *The Leadership Quarterly, 17(6), 595-616.*

Cefis, E., & Marsili, O. (2006). Survivor: *The Role of Innovation in Firm's Survival. Research Policy*, 35(5), 626-641.

Ciulla, J.B. (2004a). Ethics and Leadership Effectiveness In J. Antonakis A. T. Cianociolo, & R. J. Stemberg (eds), *The Nature of Leadership (pp. 302-327)*, Thousand Oaks, C.A. Sage.

Coleman, S., Cotei, c. & Farhat, J. (2013). A Resource-Based View of New Firm Survival: New Perspectives on the Role of Industry and Exit Route. *Journal of Developmental Entrepreneurship*, 18(1), 1350002.

Daft, R.I. (2013). *Organization Theory and Design*. Mason, OH: South-Western Language Learning.

Darcy, K.T. (2010). "Ethical Leadership: The Past, Present and Future", International *Journal of Disclosure and Governance, 7, 188-212.*

De Hoogh, A.H.; & Den Hartog, D.N. (2008). Ethical and Despotic Leadership, Relationships with Leader's Social Responsibility, Top Management Team Effectiveness, and Subordinates Optimism: A Multi-Method Study. *The Leadership Quarterly 19(3), 297-311*

Den Hartog, D.N. & De Hoogh (2009). Empowerment and Leader Fairness and Integrity: Studying Ethical Leader Behaviour: From a Levels-of-Analysis Perspective. *European Journal of Work and Organizational Psychology*, 18, 199-230.

Denison, D.R. (1990). *Corporate Culture and Firm's Effectiveness*. New York: Wiley.

Detert, J.R.; Trevino, L.K.; Burris, E.R.; & Andiapann, M. (2007). Managerial Modes of Influence and Counter Productivity in Organizations: A Longitudinal Business- Unit- Level Investigation. *Journal of Applied Psychology, 92(4), 993-1005.*

Eakuru, N. & Mat. N.K.N. (2008): The Application of Structural Equation Modeling (SEM) in Determining the Antecedents of Customer Loyalty in Banks in South Thailand. *The Business Review*; Cambridge, 10(2), 129-139.

Felin, T. & Hesterly, W.S. (2007). The Knowledge Based View, Nested Heterogeneity, and New Value Creation. Philosophical Considerations on Locus of Knowledge. *Academy of Management Review*, 32(1), 195-218.

Frank, R.H. (2002). Can Socially Responsible Firms Survive in a Competitive Environment? In: Donaldson, T., Werhane, P.H. and Cording, M. (Eds.) Ethical Issues in Business. *A Philosophical Approach. New Jersey: Pearson Education.*

Green, M.T. & Odom, L. (2003). Law and the Ethics of Transformational Leadership. *Leadership and Organization Development Journal*, 24(1/2) 62-69.

Gemar, G., Moniche, L., & Morales, A. (2016). Survival Analysis of the Spanish Hotel Industry, *Tourism Management*, 54, 428-438.

Gerpott, T.J.; Rams, W.; & Schindler, A. (2001). Customer Retention, Loyalty, and Satisfaction in the German Mobile Cellular Telecommunications Market. *Telecommunications Policy*. 25, 249-269.

Geroski, P. (1995). What Do We Know About Entry?. *International Journal of Industrial Organization*, 13(4), 421-440.

Gross, B. (1968). *Organizations and Their Managing*. New York: The Free Press, 454.

Grundstein-Amado, R. (2001). A strategy for Formulation and Implementation of Codes of Ethics in Public Service Organizations, *International Journal of Public Administration*. 24(5): 461-478.

Hadberg, B.L.T. (1981): How Organizations Learn and Unlearn. In P.C. Nystrom & W.H. Starbuck (eds.), *Handbook of Organizational Design*. 1,3-27). New York, NY: Oxford University Press.

Haelsig, F.; Swoboda, B; Morschett, D.; & Schramm-Klein, H. (2007). An Intersector Analysis of the Relevance of Service in Building a Strong Retail Brand. *Managing Service Quality*. 17(4), 428-448.

Helmers, C., & Rogers, M. (2010). Innovation and the Survival of New Firms in the UK. *Review of Industrial Organization*, 36(3), 227-248.

Hollowell, R. (1996). The Relationships of Customer Satisfaction. Customer Loyalty and Profitability International. J*ournal of Service Industry Management*, 7(4), 27-42.

Ibrahim, H. & Najjar, F. (2008). Relationship Bonding Tactics, Personality Traits, Relationship Quality and Customer Loyalty: Behavioural Sequence in Retail Environment. *The Icfai University Journal of Services Marketing*, 6(4), 1-37.

Jones & Bartlert Publishers Acquires Tarascon Publishing. Inc. Reuters. *2008-06-02.* http://www.reuters.com.article/pressRelease/idUS160467+02-Jun-2008+BW20080602. *Retrieved March 8, 2011.*

Kanungo, R.N. (2001). Ethical Values of Transactional and Transformational Leaders. *Canadian Journal of Administrative Sciences*, 18, 257-265.

Kanungo, R.N., & Mendonca, M. (1996). Ethical Dimensions of Leadership. *California: Sage.*

Kaptein, M.; Schwartz, M.S. (2008). The Effectiveness of Business Codes: A Critical Examination of Existing Studies and the Development of an Integrated Research Model, *Journal of Business Ethics*. 77(2): 111-127.

Kaptein, M. (2008). Developing and Testing a Measure for the Ethical Culture of Organizations: The Corporate Ethical Virtues Model. *Journal of Organizational Behaviour*, Vol. 29, No. 7, pp. 923-947.

Kerin, R.A.; Hartley, S.W; & Rudelius, W. (2009). *Marketing* (9th ed.). Boston: McGraw-Hill Irwin.

Kim, H.S. & Yoon, C.H. (2004). Determinants of Subscriber Churn and Customer Loyalty in the Korean Mobile Telephony Market. Determinants of Subscriber Churn and Customer Loyalty in the Korean Mobile Telephony Market. *Telecommunications Policy*. 28, 751-765.

Knights, D., & O'Leary, M. (2005). Reflecting on Corporate Scandals. The Failure of Ethical Leadership. *Business Ethics. A European Review, 14(4), 359-366.*

Kocak, A., Morris, M., Buttar, H., & Cifei, S. (2010). Entrepreneurial Exit and Reentry of Entrepreneurs: An Exploratory Study of Turkish Entrepreneurs. *Journal of Developmental Entrepreneurship*, 15(4), 439-559.

Kotler, P. & Keller, K.L. (2006). *Marketing Management* (12th ed.). upper Saddle River, NJ: Prentice Hall.

Kouzes, J.M. & Posner, B. (2007). *The Leadership Challenge*. New York: John Wiley and Sons.

Kumar, V.; & Shan, D. (2004).Building and Sustaining Profitable Customer Loyalty for the 21st Century. *Journals of Retaining*, 80, 317-330.

Ljungquist, U. (2007). Core Competence Beyond Identification: *Presentation of a Model. Management Decision*, 45(3), 393-402.

Lin, H.H. & Wang, Y.S. (2006). An Examination of the Determinants of Customer Loyalty in Mobile Commerce Contexts. *Information & Management*. 43, 271-282.

Mayer, D.M.; Kuenzi, M.: Greenbaum, K.; Bardes, M. & Salvador, R. (2009). How Low Does Ethical Leadership Flow? The Relative Effects of Top Management and Supervisors on Employee Ethical Behaviours and Job Attitudes. *Organizational Behaviour and Human Decision Processes*, 108, 1-13.

McEvily, B., & Marcus, A. (2005). Embedded Ties and the Acquisition of Competitive Capabilities. *Strategic Management Journal*, 26, 1033-1055.

Mcllroy, A. & Barnett, S. (2000). Building Customer Relationships: Do Discount Cards Work? *Managing Service Quality.* 10(6), 347-355.

Mills, J., Platts, K. & Bourne, M. (2003). Competence and Resource Architectures. *International Journal of Operations and Production Management*, 23(9), 977-994.

Morgan, N.A., Kaleka, A., & Katsikeas, C.Sc. (2004). Antecedents of Export Venure Performance: A Theoretical Model and Empirical Assessment. *Journal of Marketing*, 68, 90-108.

Moss, M. (2002). Spreading The Ethical Word. *Information Management Journal*, 36(4), 42.

Muro, M., & Jeffrey, P. (2008). A Critical Review of the Theory and Application of Social Learning in Participatory Natural Resource Management Processes. *Journal of Environmental Planning and Management, 51(3), 325-344.*

Neubert, M.J.; Carson, D.S.; Kaemar, K.M.; Roberts, J.A.; & Chonko, L.B. (2009). The Virtuous Influence of Ethical Leadership Behaviour: Evidence from the Field. *Journal of Business Ethics, 90(2), 157-170.*

Oates, V., & Dalmau, T. (2013). Ethical Leadership: A Legacy for a Longer Future. *Performance, 5(2), 20-27.*

Oliver, G.; Kearins, K.; McGhee, P. (2005). "Professional Codes of Ethics: A New Zealand Study, *New Zealand Journal of Applied Business Research*, 4(1): 97-116.

Pan, Y.; Sheng, S.; & Xie, F.T. (2011). Antecedent of Customer Loyalty: An Empirical Synthesis and Reexamination, *Journal of Retailing and Customer Services*.

Piccolo, R.F.; Green Baum, R.; Den Hartog, D.N.; & Falger, R. (2010). The Relationship between Ethical Leadership and Core Job Characteristic. *Journal of Organization Behaviour, 31(213), 259-278.*

Prajogo, D.I. (2007). The Relationship Between Competitive Strategies and Product Quality. *Industrial Management and Data Systems*, 107(1), 69-83.

Prajogo, D.I., Laosirihongthong, T., Sohal, A., & Boon-itt, S. (2007). Manufacturing Strategies and Innovation Performance in Newly Industrialized Countries. *Industrial Management Data Systems*, 107(1), 52- 68.

Pryor, M.G., Anderson, D., Toombs, L.A., & Humphreys, J.H. (2007). Strategic Implementation as a Core Competence: *The 5P's Model Journal of Management Research*, 7(1): 3-17.

Ranger-Moore, J. (1997): Bigger may be Better, but is Older Wiser? Organizational Age and Size in the New York Life Insurance Industry. *American Sociological Review*, 62: 903-920.

Resick, C.; Hanges, P.; Dickson, M., & Mitchelson (2006). A Cross-Cultural Examination of the Endorsement of Ethical Leadership. *Journal of Business Ethics, 63(4), 345-359.*

Resick, C.J., Martin, G.S., Keating, M.A., Dickson, M.W., Kwan, H.K., & Peng, C. (2011). What Ethical Leadership Means to Me: Asian, American, and European Perspectives. *Journal of Business Ethics, 101(3), 435-457.*

Rust, R.T., & Zahorik, A.J. (1993). Customer Satisfaction. *Customer Retention and Market Share Journal of Retailing,* 69(2), 193-215.

Salaheldin, S.I. & Eid, R. (2007). The Implementation of World Class Manufacturing Techniques in Egyptian Manufacturing Firms. *Industrial Management & Data System, 107(4), 551-566.*

Sarantakos, S. (2005): *Social Research, 2nd Edition*, Palgraver Macmillan Hampshire, 464.

Shiferaw, A. (2009). Survival of Private Sector Manufacturing Establishments in Africa. The Role of Productivity and Ownership. *World Development*, 37(3): 572-584.

Shin, Y. (2012): CEO Ethical Leadership, Ethical Climate, Climate Strength and Collective Organizational Citizenship Behaviour. *Journal of Business Ethics, 108(3), 299-312.*

Thompson, K., Thach, E., & Morelli, M. (2010). Implementing Ethical Leadership: Current Challenges and Solutions. *Insights to a Changing World Journal, (4), 107-130.*

Toor, S.; & Ofori, G. (2009): Ethical Leadership: Examining the Relationships with Full Range Leadership Model, Employee Outcomes, and Organizational Culture. *Journal of Business Ethics, 90(4), 533-547.*

Tseng, L.M., & Wu, J.Y. (2017). How Can Financial Organizations Improve Employee Loyalty? The Effects of Ethical Leadership, Psychological Contract Fulfillment and Organizational Identification. *Leadership & Organization Development Journal, 38(5), 679-698*.

Van de van, A.H., & Johnson, P.E. (2006). Knowledge for Theory and Practice. *Academy of Management Review*, 31(4), 802-821.

Vesel, P., & Zabkar, V. (2009). Managing Customer Loyalty through the Mediating Role of Satisfaction in the DIY Retail Loyalty Program. *Journal of Retailing and Customer Services*, 16, 396-406.

Victor, B., & Cullen, J.B. (1988). The Organizational Bases of Ethical Work Climates. *Administrative Science Quarterly*, 33, 101-125.

Wang, Y., & Lo, H. (2003): Customer-Focused Performance and the Dynamic Model for Competence Building and Leveraging: A Resource Based View. *Journal of Management Development,* 22(6), 483-526.

Wills, B. (2009): The Business Case for Environmental Sustainability (Green): Achieving Rapid Returns from the Practical Integration of Lean & Green. Business Case for Environmental Sustainability. *Retrieved July, 2010, from* http://www.leanandgreensummit.com/LGBC.pdf.

Woodward, J. (1965). Industrial Organization: *Theory and Practice*. London: Oxford University Press.

Xu, A.J., Loi, R., & Ngo, H.Y. (2016). Ethical Leadership Behaviour and Employee Justice Perceptions: The Mediating Role of Trust in Organization. *Journal of Business Ethics, 134(3), 493-504.*

Yukl, G.A. (2006). *Leadership in Organizations* (6th ed.) Upper Saddle River. N.J: Pearson/Prentice Hall.