

INTEGRITY AND RESILIENCE OF LOGISTICS FIRMS IN PORT HARCOURT, RIVERS STATE

Ako, T.

Department of Business Administration, Faculty of Administration and Management, Rivers State University, Nkpolu-Oroworukwo, Port Harcourt, Rivers State

ABSTRACT

This study examined the relationship between integrity and the resilience of logistics firms in Port Harcourt, rivers state. The objective of the study was to determine the relationship between integrity and measures of organizational resilience (adaptive capacity, situation awareness, dynamic capability) of logistics firms in Port Harcourt, rivers state. The study adopted cross-sectional survey design. The population of the study comprised of sixteen (16) functional and registered logistics firms in Port Harcourt, Rivers State. The entire population was studied using census method of sampling. Data for the study was generated through primary sources. The main data collection instrument for this study was a structured questionnaire. To ensure the validity of the instruments for this study, the content and face validity was adopted in ascertaining the extent to which the instrument can be said to be accurate and precise in the measurement of the variables under investigation. The reliability for the study was determined using the Cronbach alpha coefficient. The bivariate analysis was carried out using Pearson Product Moment Correlation Statistics. It was concluded that integrity enhances organizational resilience of logistics firms in Port Harcourt, Rivers State. Based on the findings and conclusion, it was recommended that organizations leaders should be honest and reliable in giving information as regards to finances, information, business dealings and various operational transactions in the organization.

Keywords: Integrity, Organizational Resilience, adaptive capacity, situation awareness, dynamic capability

INTRODUCTION

In today's world, organizations are facing constantly changing and evolving environments. Given the uncertainty of these environments, organizations must be able to perform optimally. Firms need to develop a resilience capacity which enables them to adequately react to unexpected events and to capitalize on events that could potentially threaten an organization's survival. The term resilience is often used for denoting the ability to "bouncing back". It is rooted in the Latin term "resiliere" which means "jumping back" (Klein, Nicholls, & Thomalla, 2003; Paton & Johnston, 2006). Organizational resilience is the ability of a firm to withstand disruptions, adapt to change, and recover quickly from adverse events. To thrive in the ever-changing business environment, organizations need resilient leaders who possess the necessary trait to effectively respond to and adapt to dynamic circumstances. Consequently, most organizations are currently reexamining their strategic goal by developing directions, which start with the establishments of moral administration for productivity and business benefit. Integrity is an idea generally utilized inside formal and casual talks of moral initiative, yet is not unmistakably characterized and comprehended (Rieke & Guastello, 2001).

Several studies revealed that leaders’ integrity plays a significant role in enhancing the survival of any organization. Fernandez (2008) emphasized that leadership behavior is deemed as important when it comes to predicting job satisfaction and perceived performance. Moreover, Walumbwa, Mayer, Wang, Wang, Workman and Christensen (2011), pointed out that leaders with high integrity quality play a special role, in that they can affect perceptions of employee and can motivate effective job performance in an organization. Research in the study of ethical leadership leads to the conclusive definition by Kalshoven, Den Hartog, and De Hoogh (2011) that leadership integrity promote honesty and engage in actions that mirror its values and beliefs.

Although, studies have been conducted on leadership integrity locally and internationally. For instance; Soelistya, *et al.* (2021) analyzed the effect of employee integrity and discipline in improving their performance through their work motivation. Syamsir (2020) determined the effect of integrity and professionalism on employee performance in the digital era. This study uses a quantitative approach. Syamsir (2020) analyzed the influence of integrity and loyalty on employee performance in the secretariat office of Sijunjung, West Sumatra. This research used a quantitative approach that aims to determine the influence of independent variables on the dependent variable. From the above studies, it is observed that little or no attention has been drawn to the effect of integrity on organizational resilience of most organizations especially logistics firms in Nigeria. Consequently, this research sought to bridge the gap by ascertaining whether integrity can lead to improved resilience of logistics firms in Port Harcourt, Rivers State.

Purpose and Objectives of the Study

The purpose of this study was to examine the relationship between integrity and organizational resilience of logistics firms in Port Harcourt, Rivers State. The specific objectives of the study were to:

- i. Examine the relationship between integrity and adaptive capacity of logistics firms in Port Harcourt, Rivers State.
- ii. Determine the relationship between integrity and situation awareness of logistics firms in Port Harcourt, Rivers State.
- iii. Ascertain the relationship between integrity and dynamic capability of logistics firms in Port Harcourt, Rivers State.

Conceptual Framework

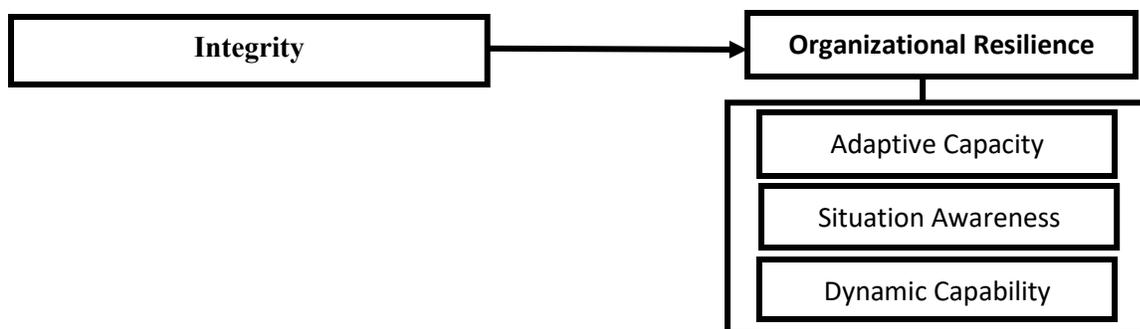


Figure 1: Conceptual framework of integrity and organizational resilience

Source: Desk Researcher (2025), with measures of organizational resilience adapted from the work of Obiekwe, (2018).

Research Questions

In the effort to accomplish the objectives of this research work, the following research questions were put forward to help the researcher achieve its set goals:

- i. What is the relationship between integrity and adaptive capacity of logistics firms in Port Harcourt, Rivers State?
- ii. What is the relationship between integrity and situation awareness of logistics firms in Port Harcourt, Rivers State?
- iii. What is the relationship between integrity and dynamic capability of logistics firms in Port Harcourt, Rivers State?

Statement of Hypotheses

The following hypotheses were stated in null form to achieve the stated objectives.

- Ho:1** There is no significant relationship between integrity and adaptive capacity of logistics firms in Port Harcourt, Rivers State.
- Ho:2** There is no significant relationship between integrity and situation awareness of logistics firms in Port Harcourt, Rivers State.
- Ho:3** There is no significant relationship between integrity and dynamic capability of logistics firms in Port Harcourt, Rivers State.

LITERATURE REVIEW

Theoretical Foundation

This study was guided by the Utilitarianism Theory and Social Exchange Theory.

Utilitarianism Theory

The utilitarianism theory was propounded by Jeremy Bentham (1748-1832), a British philosopher who developed utilitarianism into a systematic process for determining what is right and good. Utilitarianism is a theory of morality that advocates actions that foster happiness or pleasure and oppose actions that cause unhappiness or harm. When directed toward making social, economic, or political decisions, a utilitarian philosophy would aim for the betterment of society as a whole. It is an ethical theory that determines right from wrong by focusing on outcomes. Utilitarianism holds that the most ethical choice is the one that will produce the greatest good for the greatest number. It is the most common approach to moral reasoning used in business because of the way it accounts for costs and benefits. It believes that business conduct should take into account the consequence that would benefit the largest amount of people. This theory was propagated by many philosophers as a theory to ensure the outcome of various situations that help the maximum number of stakeholders. However, utilitarianism is arguably the most reason-based approach to determining right and wrong, it has obvious limitations.

Utilitarianism can be viewed as the combination of two ideas, consequentialism and welfarism. Consequentialism is the view that an act is right to the extent that it has the best consequences, and welfarism is the view that the only thing that ultimately matters ethically is wellbeing (Nicholas, 2024). Utilitarianism is relatively straightforward: you work out which action is going to do the best for everyone by promoting their wellbeing, and you do that. Another way utilitarianism is attractive is in offering an ethical view that works at a political level, not just a personal level

(Nicholas, 2024). Many ethical theories say how individuals should act, but not how we should act as a society. The theory is relevant to the present study because it provides a guiding framework of decision making rooted in social benefit which helps direct business toward more ethical behavior. It will guide in understanding the relationship between ethical integrity and organizational resilience.

Social Exchange Theory

The Social Exchange Theory was put forward by George Casper Homan (1958). The social exchange theory explains interpersonal relationships by positing the economic cost benefit analysis as precondition for social engagement and exchange. The theory presupposes that the exchange of resources (material or social) is a basic form of human interaction. Social exchange is an ongoing reciprocal process in which actions are contingent on rewarding reactions from others (Gottschalk and Solli-Saether, 2005).

Perce and Robinson (2007) argue that the resource-based view of a firm helps improve upon the SWOT analysis by examining a variety of different yet specific types of resources and capabilities any firm possesses and then evaluating the degree to which they become the basis for sustained competitive advantage based on industry and competitor considerations. Thus, theoretical work on the resource-based view of the firm (Perce & Robinson, 2007) supports the notion that HRM may be an important source of competitive advantage. The theory is applicable to the study as it highlights the need for the organization to enable its resources meet two of the outlined characteristics.

The theory is highly relevant to the present study because it provides a strong framework to understand how positive, reciprocal relationships between leaders integrity and employees, based on trust and fairness, can foster commitment, loyalty, and ultimately contribute to an organization's ability to bounce back from challenges, thus enhancing its resilience; essentially, when leaders act ethically and demonstrate genuine care for their employees, employees feel obligated to reciprocate with high performance and dedication, even during difficult times.

Conceptual Review

Concept of Integrity

Integrity is an idea generally utilized inside formal and casual talks of moral initiative, yet is not unmistakably characterized and comprehended (Rieke & Guastello, 2001). Becker, (2011) expressed that uprightness is moral defense in view of a generally accepted fact or reality instead of only an endless supply of ethics and values by an individual or gathering. It is immovably implanted inside the ethical relativist custom in which impression of proper conduct can fluctuate amongst people groups and societies. Trustworthiness is the nature of being straightforward and having solid good standards; moral uprightness. It is for the most part an individual decision to hold oneself to reliable good and moral benchmarks. Honesty is viewed by numerous individuals as the genuine and reliable activities.

Integrity comes from the Latin "integrate" which means complete or flawless, perfect, without a visor. "The point is what is in the hearts of the same with what we think, say and do" (Bertens, cited in Hamka, Azimo & Saad, 2012). Integrity is a consistent attitude and behavior to uphold work ethics and professional ethics. Integration requires the temptation or opportunity to commit misconduct. Integration is acting consistent with the values and policies of the organization as well

as the code of professional conduct, even in a state that is difficult to do so. Simply put, motivation showed firmness attitude, merging deeds and moral values embraced by someone. People who own integrity will not be deterred by the temptation to betray the moral values that they are believed. Personal integrity is the person who maintains the level of honesty and high ethics in words and actions every day. They are the ones who are competent, conscientious and reliable in the act, it can be trusted by his co-workers, subordinates, and superiors as well as outsiders and they also treat others fairly.

Organizational Resilience

In the literature, there is little consensus regarding the conceptualization of organizational resilience (Kendra and Wachtendorf 2003; Linnenluecke 2017). Based on the different definitions, scholars usually develop their own conceptualization which is oriented to the specific goals of the investigation. Many scholars have defined resilience as an organizational ability. Organizational resilience is the ability of a firm to withstand disruptions, adapt to change, and recover quickly from adverse events. Resilient organizations can effectively respond to challenges, maintain their core functions, and continue operations in the face of uncertainties (Kanter, 2002). Resilience is crucial for manufacturing firms in Rivers State to ensure their long-term survival and competitiveness.

Lengnick-Hall et al. (2011) defined organizational resilience as a firm's ability to effectively absorb, develop situation-specific responses to, and ultimately engage in transformative activities to capitalize on disruptive surprises that potentially threaten organization survival. Annarelli and Nonino (2016) posited that resilience is the capability to face disruptions and unexpected events in advance thanks to the strategic awareness and a linked operational management of internal and external shocks. The research on resilience has experienced high reliability organization, positive organizational behavior, business model, and supply chain stages. The organizational resilience is different from adaptability, agility, flexibility, improvisation, recovery, redundancy and robustness. Resilience involves the reaction of the organization under destruction, which emphasizes the ability of recover and develops in a state of uncertainty, discontinuity, and emergency.

Measures of Organizational Resilience

Adaptive Capacity

There are many different definitions of adaptive capacity. While the term adaptive capacity is used to refer to a multitude of attributes and processes, there is still no general agreement within the literature regarding what these attributes and processes should be (Adger *et al.*, 2017). Most definitions of adaptive capacity refer to attributes that enable a system to adapt in the face of change, to maintain a desirable state or transform to a new state. For instance, Adger *et al.* (2017: 28) define adaptive capacity as “the ability or capacity of a system to modify or change its characteristics or behaviour so as to cope better with existing or anticipated external stresses.” Adaptive capacity therefore has direct implications for how and at what level adaptation occurs within a given system (Nelson *et al.*, 2007).

In other words, adaptive capability is the mind of the organization hence aims to understand and foresee the future of the organization and finds ways to maintain its competitiveness (Alomian, Alsawalhah, & Almarshad, 2019). Thus, it is a prerequisite for business success, it improves various information processes and increase value in the operation processes (Rajnoha, Štefko,

Merkova, & Dobrovič, 2016). In this case firms engage adaptive capability to make better decisions. Adaptive capability plays a role of transformation, changing or upgrading systems, hence creating more agility and operational efficiency (Harms, 2018). This is an indication that adaptive capability leads to innovation, resulting to superior performance and high return on equity. Moreover, manager's ability to grow an organization or entrepreneurial behaviour is related to adaptive capability (Ahmadi, et al., 2020). Adaptive capability provides organizations with a competitive edge to thrive in turbulent business environment, therefore, using its resources and competences to attain competitive advantage over other firms in its business environment (Hill, 2017).

Situation Awareness

Situational awareness or situation awareness (SA) is the understanding of an environment, its elements, and how it changes with respect to time or other factors. Situational awareness is important for effective decision making in many environments. Situation awareness (SA) is defined as "the perception of the elements in the environment within a volume of time and space, the comprehension of their meaning, and the projection of their status in the near future" (Endsley, 2015). In the context of complex operational environment, SA is concerned with a person's knowledge of particular task-related events and phenomena. SA is critical for the reliable operation of almost all systems and domains (Moradi-Pari, 2016). It is formally defined as: "the perception of the elements in the environment within a volume of time and space, the comprehension of their meaning, and the projection of their status in the near future". An alternative definition is that situation awareness is adaptive, externally-directed consciousness that has as its products knowledge about a dynamic task environment and directed action within that environment.

Dynamic Capability

Dynamic capabilities are the capacity of an organisation to purposefully create, extend, or modify its resource base in a changing environment. They help firms achieve new resource (asset) configurations in response to market changes. Dynamic capability is rooted in the resource-based theory of the organisation (Barney, 2007; Eisenhardt & Graebner, 2007). This means that in dynamic market environments, resources do not persist over time and hence cannot be a source of sustainable competitive advantage. Organisations must therefore continuously attract, strengthen and reconstruct competencies to be on par with the dynamic business environment (Teece, Pisano & Shuen, 2017).

According to Zollo and Winter (2022), a dynamic capability is a learned and stable pattern of collective activity through which the organization systematically generates and modifies its operating routines in pursuit of improved effectiveness ". Dynamic capabilities reflect an organization's ability to achieve new forms of innovative competitive advantage as a result of given path dependencies and market positions (Ramon et al., 2018). Barney (2021) states that "dynamic capabilities are processes embedded infirm, assuming an organization and empirical lens, rather than an economic and formal modeling one".

Empirical Review

Soelistya, *et al.* (2021) analyzed the effect of employee integrity and discipline in improving their performance through their work motivation. The research applies quantitative methods using a population of employees of the Plastic Woven Packaging Manufacturing Company in Gresik which uses a sample of 100 employees from the production department. The results of the following study provide evidence that the effect of (1) work integrity has a significant direct effect

on performance (2) work discipline also has a significant direct influence on performance (3) work integrity has a significant direct effect on work motivation and (4) work discipline also affects significantly directly on work motivation while (5) work motivation has a significant direct effect on performance, and for the results of the indirect effect through the mediating variable of work motivation that (6) Integrity has a significant direct effect and can improve employee performance although not through work motivation as a mediating variable while (7) Work discipline has no significant effect and can improve employee performance directly even though not through work motivation as a mediating variable.

Syamsir (2020) determined the effect of integrity and professionalism on employee performance in the digital era. This study uses a quantitative approach. This study was conducted in the Bungo Regency Regional Secretariat Office, Jambi Province. The study population was all employees at the Bungo Regency Regional Secretariat Office, Jambi Province. The research sample of 104 respondents was calculated using the Slovin formula. Data in this study were analyzed with regression test formula. The results showed that there was a positive and significant effect between integrity and professionalism in improving employee performance in the digital era at the Bungo Regency Regional Secretariat Office, Jambi Province.

Syamsir (2019) analyzed the influence of integrity on employee performance in Koto Tengah Sub-District, Padang City, West Sumatra. This study uses a quantitative approach. The population in this study consisted of 80 respondents and was used as a sample using saturated sampling techniques. The type of data consists of primary data and secondary data. Data were collected through a questionnaire with a Likert scale measurement and analyzed with simple linear regression. The results of this study indicate that employee integrity has a significant positive influence on employee performance in Koto Tengah Sub-District, Padang City.

Syamsir (2020) analyzed the influence of integrity and loyalty on employee performance in the secretariat office of Sijunjung, West Sumatra. This research used a quantitative approach that aims to determine the influence of independent variables on the dependent variable. Population in this study consisted of all civil servants at the secretariat office of Sijunjung, West Sumatra. The sampling technique in this study was a random sample with a sample of 120 respondents. Data were collected through the questionnaire, and then the data were analyzed with regression test. The results of this study indicated that integrity and loyalty both partially and simultaneously, had a significant and positive effect on employee performance at the secretariat office of Sijunjung, West Sumatra.

METHODOLOGY

This study adopted the cross-sectional survey research design. The target population of this study consisted of sixteen (16) functional and registered logistics firms in Port Harcourt, Rivers State. The entire population in the study was studied as sample size using census method. The research data for this study was collected mainly from the primary source. The questionnaire was adopted as the primary data collection instrument for this research. The study adopted both content and face-validity. The reliability for the study was determine using the Cronbach alpha coefficient. Pearson Product Moment Correlation was used to test the stated hypotheses formulated for the study.

DATA ANALYSIS AND FINDINGS

Bi-variate Analysis

This section is concerned with the analysis and discussion of the findings for the empirical assessment of the relationship between integrity and organizational resilience of insurance firms in Rivers State.

Relationship between Integrity and Adaptive Capacity

Table 1: Summary of PPMC analysis on the relationship between integrity and adaptive capacity

		Integrity	Adaptive Capacity
Integrity	Pearson Correlation	1	.612**
	Sig. (2-tailed)		.000
	N	40	40
Adaptive Capacity	Pearson Correlation	.612**	1
	Sig. (2-tailed)	.000	
	N	40	40

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output, 2025

The result on Table 1 shows the summary of PPMC analysis on the relationship between integrity and adaptive capacity. The result shows that the Pearson's Product Moment Correlation coefficient (r) is .612**. This means that a strong and positive relationship exists between integrity and adaptive capacity of logistics firms in Port Harcourt, Rivers State at 0.05 level of significance and P.value of 0.000. Based on this result, the null hypothesis which states that there is no significant relationship between integrity and adaptive capacity of logistics firms in Port Harcourt, Rivers State is hereby rejected and the alternate hypothesis accepted. It is therefore concluded that, there is a significant relationship between integrity and adaptive capacity of logistics firms in Port Harcourt, Rivers State.

Relationship between Integrity and Situation Awareness

Table 2: Summary of PPMC analysis on the relationship between integrity and situation awareness

		Integrity	Situation Awareness
Integrity	Pearson Correlation	1	.448*
	Sig. (2-tailed)		.028
	N	40	40
Situation Awareness	Pearson Correlation	.448*	1
	Sig. (2-tailed)	.028	
	N	40	40

*. Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output, 2025

The result on Table 2 shows the summary of PPMC analysis on the relationship between integrity and situation awareness. The result shows that the Pearson’s Product Moment Correlation coefficient (r) is .448**. This means that a moderate and significant relationship exists between integrity and situation awareness of logistics firms in Port Harcourt, Rivers State at 0.05 level of significance and P.value of 0.028. Based on this result, the null hypothesis which states that there is no significant relationship between integrity and situation awareness of logistics firms in Port Harcourt, Rivers State is hereby rejected and the alternate hypothesis accepted. It is therefore concluded that, there is a significant relationship between integrity and situation awareness of logistics firms in Port Harcourt, Rivers State.

3 Relationship between Integrity and Dynamic Capability

Table 4.3: Summary of PPMC analysis on the relationship between integrity and dynamic capability

	Integrity	Dynamic Capability
Integrity	Pearson Correlation	1
	Sig. (2-tailed)	.199
	N	40
Dynamic Capability	Pearson Correlation	.208
	Sig. (2-tailed)	.199
	N	40

*. Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output, 2025

The result on Table 3 shows the summary of PPMC analysis on the relationship between integrity and dynamic capability. The result shows that the Pearson’s Product Moment Correlation coefficient (r) is .208. This means that a weak and insignificant relationship exists between integrity and dynamic capability of logistics firms in Port Harcourt, Rivers State at 0.05 level of significance and P.value of 0.199. Based on this result, the null hypothesis which states that there is no significant relationship between integrity and dynamic capability of logistics firms in Port Harcourt, Rivers State is hereby accepted and the alternate hypothesis rejected. It is therefore concluded that, there is no significant relationship between integrity and dynamic capability of logistics firms in Port Harcourt, Rivers State.

Discussion of Findings

This study examined the relationship between integrity and organizational resilience of logistics firms in Port Harcourt, Rivers State. The overall findings revealed that integrity foster organizational resilience of logistics firms in Port Harcourt, Rivers State. The result from table 4.1, 4.2, 4.3 above shows that there is a strong and positive relationship between integrity and measures of organizational resilience (adaptive capacity, situation awareness, dynamic capability) of logistics firms in Port Harcourt, Rivers State. This result is in line with the study of Khuong and Dung (2015) investigated the effect of ethical leadership and organizational justice on employee engagement. The empirical results showed that integrity and ethic-based contingent reward had direct effect on employee engagement. In addition, these factors and organizational justice indirectly affected employee engagement through employee trust. Consequences, the fair, ethic

and reward are important roles for organization. These factors can enhance the level of trust and keep the employees engaging in their jobs.

The finding also supports the work of Khuong and Nhu (2015) investigated the effects of integrity and organizational culture on employees' sociability as well as organizational commitment in tourism sector. The results indicated that employee sociability, involvement and mission culture had positive relationships with employees' organizational commitment. Therefore, integrity and adaptive culture indirectly affected organization commitment through the sociability of employees.

CONCLUSION AND RECOMMENDATIONS

Based on the results of this study, it was concluded that integrity enhances organizational resilience of logistics firms in Port Harcourt, Rivers State. Integrity is a vital element in all domains of social economic life. Integrity is a vital element in all domains of social economic life. Integrity makes friendship closer and intimate, it simplifies bargaining and negotiations, reduces transaction cost in company's exchanges.

It is therefore recommended that organizations leaders should be honest and reliable in giving information as regards to finances, information, business dealings and various operational transactions in the organization.

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