Leaders Integrity and Workers Productive Behaviour of Deposit Money Banks in South-South, Nigeria

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Abstract: The purpose of this paper was to examine the relationship between leaders integrity (as a dimension of leaders workplace spirituality) and workers productive behavior (the measures used include employee ambidexterity, work happiness, job satisfaction, and employee commitment) of deposit money bank in South-south, Nigeria. We adopted the cross-sectional research design as the research design method and the unit of analysis was at the individual level of employees in managerial and non-managerial cadre in the head offices of DMBs in the region. The study adopted questionnaire as the research instrument distributed to 367 respondents as the sample size from the study population of 7598 employees in the head offices of the 19 DMBs in South-South Region of Nigeria. Data collected was analyzed using Pearson Product Moment Correlation with 0.05 level of significance given the choice of the confidence interval of 95%. Our findings revealed that leaders integrity significantly and directly influence workers productive behavior vis-à-vis employee ambidexterity, work happiness, job satisfaction, and employee commitment respectively. We therefore recommends that DMBs' leaders should lead by example by demonstrating the virtues of integrity as it play major roles in enhancing workers productive behaviour.

Keywords: Leaders Integrity; Workers Productive Behavior; Employee Commitment; Ambidexterity; Work Happiness; Job Satisfaction

Introduction

Globally, nowadays business organizations including Deposit Money Banks (DMBs) in Nigeria are success oriented and one of the surest means to achieving that, is to ensure workers demonstrate productive work behaviour. For the reason that employees are the intellectual assets that all other organizational resources rely on to function effectively. Thus, the accomplishment of the DMBs objectives depend upon the employees' productive behaviour that is very critical and essential to the DMBs existence. Factors such as frequent restructuring and downsizing and highly competitive and unpredictable nature of today environment of business, need organization to have employees that possesses right work behaviour that will aid them to contribute positively to their survival in this dynamic environment. However, based on today's highly competitive and unpredictable nature of environment of business, DMBs in Nigeria are forced to adopt frequent restructuring and downsizing which has led to achieving

more with less employees leading to innumerable employee-related problems, as a result, workers are becoming more dissatisfied than before (Mafini, Surujlal & Dhurup, 2013; Karakas, 2010).

In this time of rapid global turbulences, the necessity for a holistic leadership approach has become more important: leadership that integrates whole self of people into work, including their body, mind and heart (Low & Ayoko, 2018). Leaders' workplace spirituality is highly needed today in building an intrinsically motivated employees (Reave, 2005) through the exhibition of integrity towards followers' needs of finding meaning and purpose across the organization (Fry, 2005). Today's business organizations are more constrained in responding and extemporizing faster than before to changes emanating from within and outside the environment. Therefore, there have been a massive move from traditional form of leadership to a more holistically and spiritually inclined leadership where workers value is of upmost importance (Bagga & Srivastava, 2014). Thus, Fry and Kriger (2009) expressed that a spiritual leader recognizes, applies and exhibit spiritual virtues such as integrity worthy of emulation. In order to lead effectively and productively, a leader must develop and reinforce the important characteristic of integrity, which is not something leaders are born with. If you have a high level of integrity, you'll make better decisions and be more trustworthy than if you don't. The lack of integrity might lead to problems, such as a lack of leadership and self-dealing. For example, when organization's practices are discarded in favor of personal gain rather than the interests of the company and its stakeholders and, by extension, society as a whole, integrity is compromised. This is critical since a leader's behavior affects both their own reputation and the reputation of their business.

To encourage the exhibition of integrity among an organization's subordinates, a quick glance at the leadership is necessary. It's for this reason that a leader acts as an excellent role model for subordinates or employees in the company. Leaders who deviate from the organization's established norms, guidelines, and regulations will be followed by their subordinates. Integrity in the workplace is made possible by spiritual leaders. Dishonesty destroys the life model that spiritual leaders depict. In order to determine whether or not an organization's goals will be met, it is necessary to look to its leaders for guidance (Brown & Mitchell, 2010). In the now and in the future, a lack of trust and confidence in the leaders may have a negative impact on the organization's performance. As a result, integrity is a must for all leaders, as it instills trust in the pioneer and guarantees that compulsory tasks are carried out enthusiastically and conciliatorily. Becker and Talsma (2016) found that leaders' everyday interactions with subordinates are more consistent when they exhibit a high level of integrity. This implies that a leader who is renowned for his or her integrity will exhibit a level of consistency in behaviour that is appropriate for his or her subordinates to follow.

The emergence of interest in spirituality is based on the necessity to look for means to get answer in regards to the ills of modern society, influenced by holistic philosophies and shifts in scientific paradigm which has occurred across diverse professions, organization and scientific disciplines (Lawrenz, 2012). By exhibiting spiritual virtues such as integrity within the

organization, leaders will be able to make sound ethical decisions that affects the attitude of workers (Collins, 2010). Spiritual values enabled leaders to intrinsically motivate workers, to build an ethical climate, promoting workplace relationships and ultimately the attainment of objectives of the firm through increased commitment and productivity. Fry (2005) states that leaders who are humble would have the right attitudes and behave more friendly towards employees. Hence, spiritual leaders creates unique atmosphere in the firm which enhances followers' motivation. This atmosphere brings and increase the lucidity and common understanding between the leaders and workers that impact on the working environment positively and the subsequent workers attitude in the firm. A leader with high integrity is able to build an atmosphere within the organization in which workers have true sense of care, admiration and meaning which can enhance productive behaviour.

Furthermore, the workers in the organization are one of the most essential of all resources. However, most leaders treat this all important element with disdain, leading to the deterioration of productive work behaviour such as employee work happiness, commitment, employee ambidexterity and satisfaction. Leaders sets course an enterprise follows, and where the leadership style adopted varies with prevailing employees 'expectations, doubt and mistrust creeps in which often time enhances employee negative work behaviour. The inability of the banking sector to adopt an effective leadership style that meet the totality of the workers' needs has reflected in its frequent workers turnover as well as other negative attitudes (Okoye, Omankhanlen, Okoh, &Areghan, 2018). The decisions of restructuring, downsizing or layoff that has become a norms among DMBs are based on the inability of manager/leaders to build an atmosphere where workers work will be meaningful (Adewale, Dahiru, Aliyu & Bala, 2020). Thus, when individual worker is dissatisfied with his or her leaders, he or she is most likely to exhibit negative work behaviour at the detriment of the firm's purpose and success. Thus, the need to encourage productive work behaviour through the demonstration of spiritual virtues such as integrity by the DMBs leaders.

Aim and Objectives of the Study
The aim of this study is to examine the relationship between leaders' integrity and worker productive behaviour of DMBs in South-South Region of Nigeria. More so, the specific objectives of the study are to:
  i.   Examine the relationship between integrity and employee ambidexterity of DMBs in South-South Region of Nigeria.
 ii.   Determine the relationship between integrity and work happiness of DMBs in South-South Region of Nigeria.
iii.   Ascertain the relationship between integrity and job satisfaction of DMBs in South-South Region of Nigeria.
 iv.   Examine the relationship between integrity and employee commitment of DMBs in South-South Region of Nigeria.

Research Questions

    i.   What is the relationship between integrity and employee ambidexterity of DMBs in South-South Region of Nigeria?

   ii.   What is the relationship between integrity and work happiness of DMBs in South-South Region of Nigeria?

  iii.   What is the relationship between integrity and job satisfaction of DMBs in South-South Region of Nigeria?

  iv.   What is the relationship between integrity and employee commitment of DMBs in South-South Region of Nigeria?

Research Hypotheses

HO_1: There is no significant relationship between integrity and employee ambidexterity of DMBs in South-South Region of Nigeria.

HO_2: There is no significant relationship between integrity and work happiness of DMBs in South-South Region of Nigeria.

HO_3: There is no significant relationship between integrity and job satisfaction of DMBs in South-South Region of Nigeria.

HO_4: There is no significant relationship between integrity and employee commitment of DMBs in South-South Region of Nigeria.

Literature Review

Theoretical Framework

The underpinning theory used in this study was the social exchange theory. The social exchange theory was propounded by Blau (1964) and the theory focused on reciprocity of behaviour. Social exchange theory postulates reciprocity as a necessity for social exchange. That is, a party reaction is dependent on the behaviour of the other party (Blau 1964). Employees often seek a balance in their exchange relationships with organizations by having mindsets and attitude that matches with the degree of leaders' behaviour towards them (Wayne, Shore & Liden, 2017). Consequently, organizational actions that indicate sincerity to workers purportedly create a rush of emotions which leaves workers with no choice but to give their best and hence, work towards improving work behaviour. More so, employees seek to act in ways that increases the possibility of the partner to better notice this effort (Blau, 1964). That is to say, immediately organizational leadership is sensed by workers as having integrity and a major resource that they can rely on during organizational turbulence, the perceived availability of support will fortify their exhibition of productive behaviour such as employee ambidexterity, work happiness, job satisfaction, and employee commitment that play essential roles in increase productivity and performance of the organization even during turbulence times. Thus, if the organization wants employees to display productive work behaviour, its leaders should exhibit moral virtues like integrity. When leaders act morally as regards integrity, their subordinates will mostly reciprocate the goodwill they received, with better and positive work attitude. That means, the exhibition of spiritual virtues and characters and worker productive behaviour go in pari-pasu.

Leaders Integrity

Leaders' integrity as used here is a dimension of leaders' workplace spirituality (Youssef & Luthans, 2007). Leaders' workplace spirituality incorporates an internal will and ability to live, internal motivation and experience that help to effectively connect to others (Kesken & Unlu, 2011). Leaders' workplace spirituality enables managers to decline the previous methodology of individual initiative that focus on values of personal interest, influence, abundance, and glory (Fairholm, 1996). Leaders' workplace spirituality joins the elements of work and personal life into a comprehensive methodology, which upgrades persistent development, improvement, mindfulness, and self-administration so that leaders notice every individual as a mixture of abilities, information, and capacities, rather than considering past the restricted bounds of occupation necessities (Fairholm & Gronau, 2015). By showing the vital qualities, perspectives and activities, the spiritual leader empowers and naturally rouses his or herself including others towards a feeling of spiritual articulation via calling and involvement (Daft, 2008). Furthermore, the concept of integrity has been defined in a variety of ways. Integrity is derived from the Latin word 'integras,' which signifies fullness or wholeness. Consistency in acts, attitudes, techniques, principles, expectations and outcomes is a fundamental concept of integrity. It has to do with being dependable, trustworthy, sincere, loyal, and honest, and it's something that today's leaders must have (Evwierhurhoma & Oga, 2020). Zarim and Zaki (2016) specifically describe leader integrity as an ethical quality of being consistent in uprightness, which can be measured by the behaviors of a leader when they are not out of the public eye. The strength of the establishment is determined by the amount of leaders' commitment to adhere to a principled moral belief system (Pattison and Edgar, 2011). Thus, a leader's words, actions, and decisions all have an impact on their integrity (Conners & Poutiatine, 2010).

A person's meticulous devotion to his or her statements is an expression of his or her integrity. It then connects to the concept of morality, which involves honesty, straightforwardness, and simplicity in all situations (Milton, 2015). This shows the importance of adhering to one's own standards of honesty and integrity. Integrity, according to Simons (2002), is the apparent example of a leader's words and deeds being in sync. It influences the extent to which a leader is able to keep his or her promises. It is consistency between a leader's stated words and their actions (Yukl, 2013). Ethical foundations of compelling leadership, according to Clawson (1999), are built on four key qualities: truth-telling, guarantee-keeping, decency, and respect for the individual. Trustworthiness and dependability are two of the most important aspects of leaders' integrity because they let their followers have confidence in the leader regarding to any issue. Consequently, leaders who are morally and ethically sound avoid dubious activities and avoid doing anything that might harm the reputation of their organization or others. Integrity also means never settling for less than one's best, accepting responsibility for one's actions, and being honest and open with colleagues. It involves adhering to the organization's policies, making the most of the time and resources available to one, and treating others with respect. In the same way, it is the strength to disregard particular wants and hungers in the face of properly analyzed and camouflaged characteristics. To reach both personal and organizational

greatness, one must possess the necessary knowledge, awareness, insight, and commitment to one's own values (Collini, Guidroz & Perez, 2015).

People's integrity is defined as the relationship between their words and actions and their ability to be open and honest. According to Grahek, Thompson, and Toliver (2010), leaders that have integrity are able to maintain a level of consistency that would be natural for them and behave themselves regardless of the circumstances. As a result, leaders who behave ethically and with integrity do what they believe others should do even if it's unpopular (Moorman, Darnold & Priesemuth, 2013). Consistency or harmony between seemingly disparate elements is the foundation of all integrity judgments. Integrity indicates that all of the pieces fit together in a logical way. Leaders' example of alignment, good moral, moral standards, and organizational efficiency are all based on integrity (Simons, 2002). Thus, leaders' integrity is a notion of the consistency of their actions, beliefs, strategies, measurements, standards, assumptions, and outcomes that hints to a moral obligation to make the best option for the right reasons, disregarding the circumstances involved. A leader with integrity acts in accordance with their statements (that is, the leader attempts to demonstrate and do what he says others should do) and owns their shortcomings rather than hiding them. Integrity is regularly proved. Subsequently, a leader has high integrity when their activities are in congruence with the unadulterated qualities the leader in question holds.

Workers Productive Behaviour
Workers productive behaviour is the inclination an employee has toward the various parts of their workplace (Carpeter, Talya & dan Erdogan, 2009). It is the assessment or individual interests of business-related conduct of an employee (Riketta, 2008). Subsequently, employee productive behaviour is the tendency of an employee to react positively to his or her work environment. In today's business world that is exceeding complicated. It is confirmed that the presentation of positive worker productive behaviour will surely be a differentiator between organizations. Thus, to keep up with and further develop high performing employees and organization it is vital to consider worker productive behaviour. Organizations should in this manner guarantee employees display the right productive behaviour in todays complicated and tempestuous business world. Accomplishing positive worker productive conduct is undeniably very essential today than it has ever been because of the complex and dynamic nature of the business environment. Likewise, no organization in today's serious world can perform adequately except if every employee shows productive behaviour towards the attainment of the organizations' goals. Furthermore, this article focused on four measures of workers productive behaviour vis-à-vis employee ambidexterity, work happiness, job satisfaction, and employee commitment (Delbecq, 1999).

Ambidexterity is the capacity of a person to engage and switch between paraxial tasks. Employee ambidexterity, according to Kobarg, Wollersheim, Welpe and Sporrle (2015), refers to a person's willingness to engage in multitask and profitable activities. Consequently, an employee's ambidexterity is the ability to recognize the value of new knowledge; adapt to it; and apply it to the advantage of the company (Cohen & Levinthal, 1990). It involves a person's

capacity to utilize two hands similarly well. Despite this, it has been used by organizations to strengthen their ability to simultaneously exploit current resources and explore new open doors to achieve supported execution in a supported manner (Raisch, Birkinshaw, Probst, & Tushman, 2009). A person's capacity to see and accept logical contradictions, as opposed to trying to avoid them, is shown by their participation in exploitations and exploration activities (Smith & Tushman, 2005). For workers to have a significant impact on organizational execution, they must participate in exploratory and exploitative activities. As a result, in today's fast-paced commercial environment, personnel must be able to switch between explorative and exploitative exercises swiftly and sequentially to achieve ambidexterity (Good & Michel, 2013). Work happiness is defined by Diener (1984) as an estimate of cheerfulness based on the preponderance of good over negative effects. According to Maenapothi, (2007), happiness at work is the state of affairs in which human resources are glad, creative and productive, both at the individual and organizational levels. Consequently, workers happiness at work is a feeling of excitement about one's employment. A happy disposition at work is incredibly fundamental since it leads to competency building and organizational goals attainment, according to Tseng (2009). The pursuit for happiness may be as ancient as human history, and happiness may be more than only money, accolades, or emotional delight; it is a condition of overall success (Gavin & Manson, 2004). It's all about being delightful. Being happy has long been seen as a highly prized quality by people of all socioeconomic strata. Therefore, it is important for all workers, even at the office, to have a positive outlook in life.

Job satisfaction of employees is an emotional response to their employment and the social context of their workplace, as well as a sense of personal pleasure of the work environment which serves as a motivation to work (Ali, Bin, Piang, & Ali, 2016). In other words, it measures how content and enthusiastic workers feel about their jobs (Dawal, Tahaa & Ismail, 2009). One way an individual can achieve life fulfillment is to have satisfaction in the workplace where most of their lives are spent (Yigit, Dilmac & Deniz, 2011). It is impossible for an employee to be dissatisfied with their work if they are appreciated or get a rise in their salary, as well as if their bosses demonstrate spiritual traits and attributes such as integrity. Employee commitment is a worker's steadfast loyalty to their employer and the organization they work for. It is what motivates an employee to do their best to help the company succeed. Employee commitment, according to Akintayo (2010), is defined as the degree to which an individual feels personally involved in the organization to which they belong. It is a key predictor of excellent performance in any business organization (Chew & Chan, 2008). As a result of employees' long-term commitment to organization, it reduces their desire to quit and increases their productivity, adequacy, and reliability.

Methodology

The study was carried out in DMBs operating in the South-South States of Nigeria that included Edo, Delta, Bayelsa, Rivers, Akwa-Ibom and Cross River State. We adopted the cross-sectional research design as the research design method and the unit of analysis was at the individual level of employees in managerial and non-managerial cadre in the head offices of DMBs in the

region. The study adopted questionnaire as the research instrument distributed to 367 respondents as the sample size from the study population of 7598 employees in the head offices of the 19 DMBs in South-South Region of Nigeria. The questionnaire was a five point Likert structured questionnaire which consist of four questions and 5 respond choices with point scales ranging from 1 to 5: 1-strongly disagree; 2- disagree; 3- indifference; 4- agree and; 5- strongly disagree for each of the variables covered in the study. Leaders' integrity (dimension of leader's workplace spirituality: Bouzari & Karatepe, 2017; Youssef & Luthans, 2007) was used as a one-dimensional variable as the predictor variable while workers productive behavior was operationalized using employee ambidexterity, work happiness, job satisfaction, and employee commitment (Delbecq, 1999). The validity of the research instrument was further tested using face and content validity as well as factor analysis. More so, Cronbach's Alpha was used in testing the reliability of the research instrument showing a Cronbach's Alpha greater than 0.7; leaders integrity has 0.875, employee ambidexterity has 0.914, work happiness has 0.922, job satisfaction has 0.974, and employee commitment has 0.927 Cronbach's Alpha value. Furthermore, a total of 319 retrieved questionnaire were useful which were used for data analysis using Pearson Product Moment Correlation with 0.05 level of significance given the choice of the confidence interval of 95%.

Data Analysis and Result
Relationship between Integrity and Employee Ambidexterity
The relationship between integrity and employee ambidexterity of DMBs in South-South Region of Nigeria is analyzed below:

Table 1: Relationship between Integrity and Employee Ambidexterity of DMBs in South-South Region of Nigeria

variables	n	r	df	crt.r	p-value	Remarks
integrity	319	0.942	317	.1045	0.001	Significant

Employee Amb

P< 0.05; significant at 0.05 level of significance
Source: Field Survey Data, 2021.

Table 1 revealed the relationship between leaders' integrity and employee ambidexterity of DMBs in South-South Region of Nigeria. The results revealed a very strong positive significant relationship between humility and employee ambidexterity: r (317) = 0.916, crit. .1045, p = 0.001, (p < 0.05). It implies a direct relationship exist between the two variables, suggesting that DMBs in South-South Region of Nigeria with leaders with high integrity also reported high employee ambidexterity, hence, the hypothesis is rejected. Consequently, integrity significantly affects employee ambidexterity. Attached is the scattered graph.
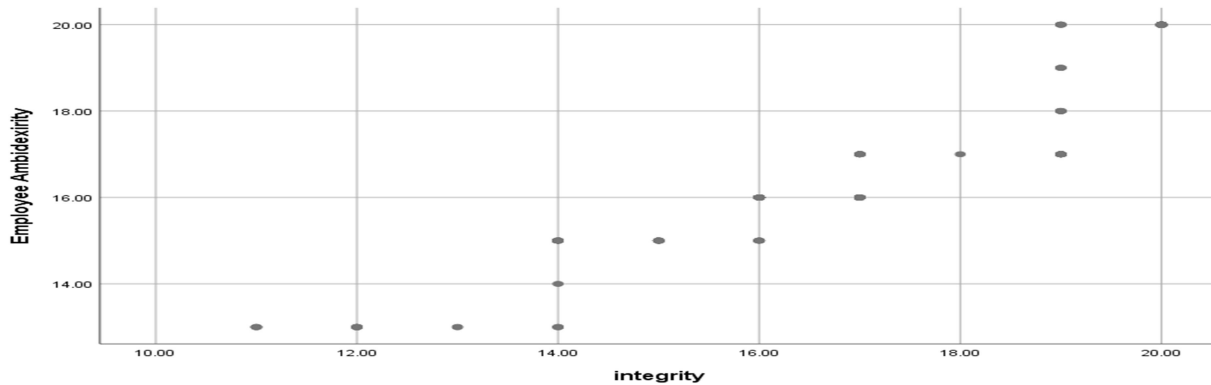
Figure 1: Scattered graph on leaders' integrity and employee ambidexterity.

Relationship between Integrity and Work Happiness
The relationship between integrity and work happiness of DMBs in South-South Region of Nigeria is analyzed below:

Table 2: Relationship between Integrity and Work Happiness of DMBs in South-South Region of Nigeria

variables	n	r	df	crt.r	p-value	Remarks
integrity	319	0.957	317	.1045	0.001	Significant
Work Happiness						

P< 0.05; significant at 0.05 level of significance
Source: Field Survey Data, 2021.

Table 2 revealed the relationship between leaders' integrity and employee work happiness of DMBs in South-South Region of Nigeria. The results revealed a very strong positive significant relationship between integrity and employee work happiness: r (317) = 0.957, crit.r = .1045, p = 0.001, (p < 0.05). It implies a direct relationship exist between the two variables, suggesting that DMBs in South-South Region of Nigeria with leaders with high integrity also reported high employee work happiness, hence, the hypothesis is rejected. Consequently, integrity significantly affects employee work happiness. Attached is the scattered graph.
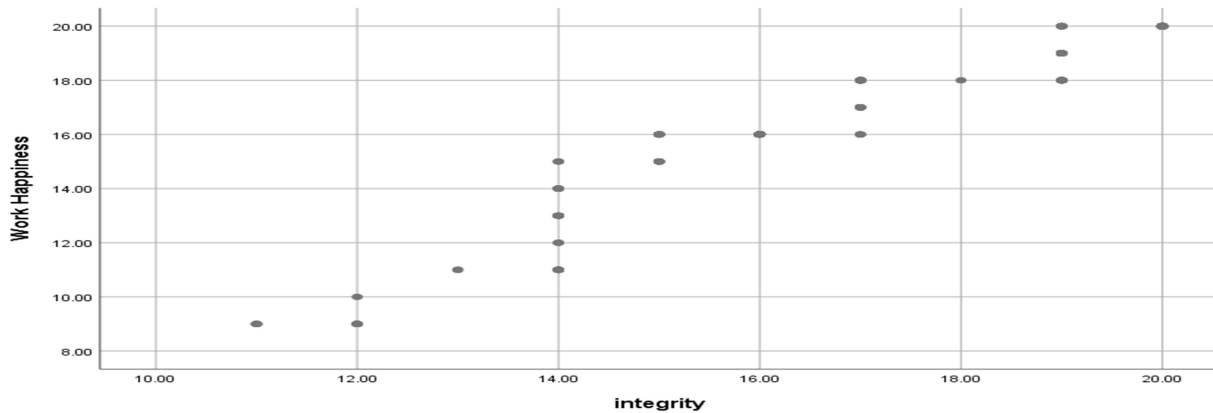
Figure 2: Scattered graph on the relationship between leaders' integrity and employee work happiness.

Relationship between Integrity and Job Satisfaction
The relationship between integrity and job satisfaction of DMBs in South-South Region of Nigeria is analyzed below:

Table 3: Relationship between Integrity and Job Satisfaction of DMBs in South-South Region of Nigeria

variables	n	r	df	crt.r	p-value	Remarks
Integrity	319	0.905	317	.1045	0.001	Significant
Job satisfaction						

P< 0.05; significant at 0.05 level of significance
Source: Field Survey Data, 2021.

Table 3 revealed the relationship between integrity and job satisfaction of DMBs in South-South Region of Nigeria. The results revealed a very strong positive significant relationship between integrity and job satisfaction: r (317) = 0.905, crit.r = .1045, p = 0.001, (p < 0.05). It implies a direct relationship exist between the two variables, suggesting that DMBs in South-South Region of Nigeria with leaders that have high integrity also reported high job satisfaction, hence, the hypothesis is rejected. Consequently, integrity significantly affects job satisfaction. Attached is the scattered graph.
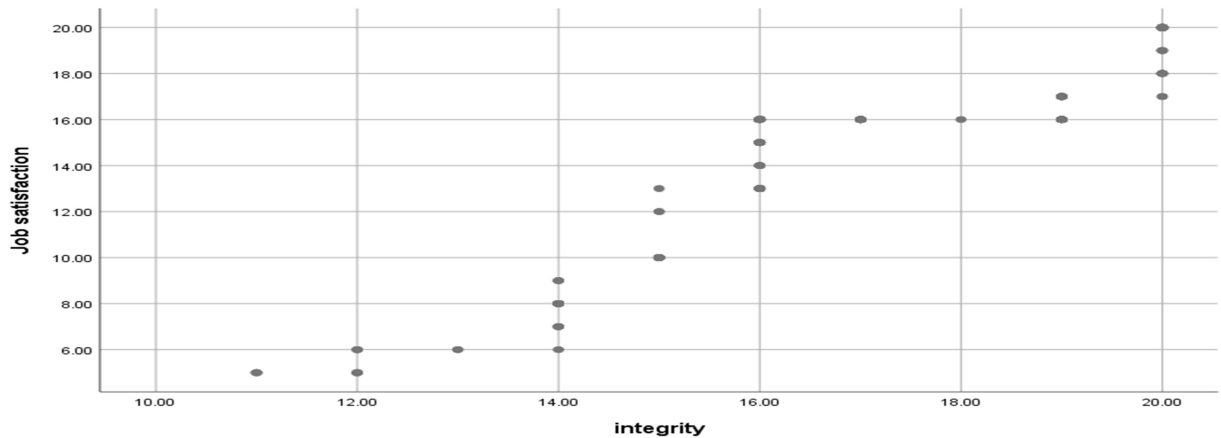
Figure 4.16 Scattered graph on leaders' integrity and job satisfaction.

Relationship between Integrity and Employee Commitment

The relationship between integrity and employee commitment of DMBs in South-South Region of Nigeria is analyzed below:

Table 4: Relationship between integrity and employee commitment of DMBs in South-South Region of Nigeria

variables	n	r	df	crt.r	p-value	Remarks
Integrity	319	0.939	317	.1045	0.001	Significant
employee commitment						

P< 0.05; significant at 0.05 level of significance
Source: Field Survey Data, 2021.

Table 4 revealed the relationship between integrity and employee commitment of DMBs in South-South Region of Nigeria. The results revealed a very strong positive significant relationship between integrity and employee commitment: r (317) = 0.939, crit.r = .1045, p = 0.001, (p < 0.05). It implies a direct relationship exist between the two variables, suggesting that DMBs in South-South Region of Nigeria with leaders that have high integrity also reported high employee commitment, hence, the hypothesis is rejected. Consequently, integrity significantly affects employee commitment. Attached is the scattered graph.
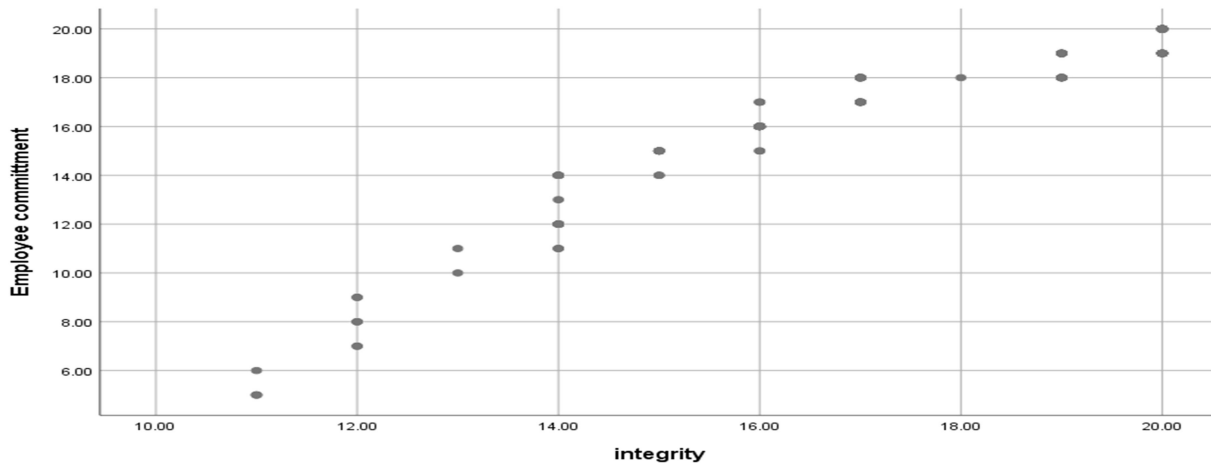
Figure 4 Scattered graph on the relationship between leaders' integrity and employee commitment.

Discussions of Findings

Leaders' integrity has significant, positive, and direct impact on the ambidexterity, work happiness, satisfaction, and commitment of employees of DMBs in the South-South, Nigeria, according to the results of the data analyzed. The integrity of a leader inspires and motivates his or her subordinates to perform at their highest level, as well as to engage in exploitative behaviors. It's important to note that managers who have integrity play an important role in ensuring that outstanding workers are maintained (Moorman *et al.,* 2013) by developing psychological support for both colleagues and followers. It is easier for people to perform efficiently when they feel free to choose their own working ways in an environment where there is a culture of honesty. Employees who have a sense of security and confidence in their bosses are more likely to take risks and pursue innovative ideas. To be a good manager leaders must be able to support his or her staff, listen to new ideas, inspire, direct, and stay nice with them. This may help motivate personnel to demonstrate ambidextrous behavior to improve the company's success. Oldham and Cummings (1996) say that to manage creative workers and keep them motivated, leaders must be intellectually stimulating, promote participation, support them, and give honest and trustworthy leadership. Employees are psychologically motivated by this quality to seek out solutions to problems or generate new ideas for opportunities. We may expect a rise in both exploratory and exploitative behavior since the positive influence of the leader's honesty will raise intrinsic drive. Workers who are treated fairly and politely by their leaders think about their relationships with their leaders in terms of social exchange, thus experiencing greater job commitment, putting in extra effort on the job, exhibiting greater initiative that enhances the worker's ability to explore profitable opportunities for the firm. To inspire people to take chances and be confident in their abilities, leaders that have integrity improve employee self-efficacy and self-esteem (Zhang & Bartol, 2010). A positive attitude toward mistakes leads to employees developing a willingness to accept them as chances for progress rather than failures.

Furthermore, the long-term happiness and well-being of the organization and its employees may be achieved when executives emphasize the display of integrity (Spector & Fox, 2002). As Simons, Leroy, Collewaert, and Masschelein (2014) noted, leaders who are honest and trustworthy inspire their employees to achieve at their best. Managers that display integrity are consistent in doing the right thing, fulfilling the expectations of their followers, and adhering to ethics, which may lead to a happier work environment for their employees, according to Collini *et al.* (2015). Integrity is essential in all enterprises, regardless of cultural differences. Because integrity applies to all organizations, big and small, public and private, as well as multinationals, it is not a factor exclusive to a particular company or country. Due to its crucial role in the effectiveness of leadership in encouraging productive employee behavior, Employee work happiness may be impacted by the integrity of managers who create and maintain a work climate that reduces stress, job discontent, complaints, and the tendency to leave among their subordinates. Having a high level of integrity helps leaders create a work atmosphere that fosters a sense of well-being (Lashinger, Wong & Grau, 2012). First, employees must be aware of their leaders' integrity in order for it to have an impact on them. Although a leader's activities have a significant impact on how others view his or her integrity, how an observer reaches to that conclusion has an even greater impact on the following actions and behaviors of the observer. The value of an organization's governance and the foundation for long-term relationships between employees and executives are both enhanced by a culture of integrity. This, in turn, has a positive influence on employee happiness and productivity.

More so, an organization's leaders' capacity to maintain integrity is critical to the satisfaction of its employees (Palanski & Yammarino, 2007). Integrity virtue according to Bui (2018), authenticates a leader's personality profile, particularly in terms of trustworthiness, dependability, and honesty. Leaders who concentrate on these attributes are able to lead effectively toward the improvement of worker contentment, according to Hubberts (2014). For a company to have integrity, the leader must first align his or her words with his or her actions. This is critical because the words and deeds of a leader influence the behavior of their workers. Employees will be eager to follow if leaders' remarks portray integrity and dependence, which may have a wide range of effects on worker satisfaction and productivity. Leaders that are honest and trustworthy inspire their employees to work harder, execute their jobs better, and provide better results for the organization (Good, 2009). Integrity is a principle that should be incorporated into the daily operations of the company by its leaders in order to encourage ethical behavior, avoid destructive lapses, and strengthen human inclinations for moral thinking and action (Bergman, 2006). As a result, leaders who are morally upright inspire greater employee satisfaction and loyalty via standard-based and consistent conduct. Employees are more satisfied with their work if they believe their leaders are trustworthy, honest, sensible, and consistent, according to Kiersch and Byrne (2015). This may help foster a culture of reciprocity amongst employees by encouraging them to become more connected to the company, which speaks volumes about their level of contentment. Workers may rely on managers with integrity to provide them trustworthy and helpful guidance. As a result, a lack of

this virtue may lead to dissatisfaction among employees, which can lead to a rise in turnover and a decline in the number of new hires.

Additionally, Rego Ribeiro, Pina and Jesuino (2011) said that promoting corporate virtuousness via the display of honesty, reverence, empathy, and the quality of forgiveness promotes the commitment of employees. Leader integrity is also described by Omar, Anuar, Majid, and Johari, (2012) as an adornment for social, strategic, and employment ties that assures a dedication and loyalty to the stated parameters of the relationship. According to Brown and Mitchell (2010), the effectiveness of a company's ethical code is influenced by the integrity of its leadership, which creates a pleasant working environment and increases employee loyalty. An increase in employee loyalty happens when workers believe that their bosses are honest and trustworthy, and they have a strong emotional connection to the company (Crane & Matten, 2004). Organizations will be able to recruit and retain high-quality staff if their leaders are seen as fair and honest. An honest connection between employees and leaders is essential for fostering organizational commitment.

Conclusion

Based on our findings there is a positive and significance relationship between leaders' integrity and workers productive behaviour of DMBs in the South-South, Nigeria. Thus, our study provides a positive and significant relationship between leaders' integrity and ambidexterity, work happiness, satisfaction, and commitment of employees of DMBs in the South-South, Nigeria. Hence, organizations that do not have integrity leaders will have reduction in employee's productive behaviour. Consequently, leaders' humility as a dimension of leaders' workplace spirituality plays vivacious role in developing and enhancing productive behaviour among workers within the organization which also helps in grooming the individual employees, groups, and the organization. Accordingly, the building and display of spiritual virtues of integrity by leaders have the capacity to become an innovative, courageous, and highly beneficial paradigm of management within this period. Because leader's workplace spirituality is among the most impressive leadership approaches for influencing employees by showing pro-work and positive workplace behaviour as it helps employees to realize the potential in their work and provide a workplace of joy, peace and serenity which are the sources of happiness, commitment, satisfaction, high productivity, and the general firm performance. Organizations are steadily confronted with expanding contest and as they plan for new difficulties, one of the key parts of endurance is keeping up with and overhauling the organizations capacity to utilize human resources successfully and proficiently through better display of integrity by leaders.

Recommendations

The following are our recommendations:
1. The Management of DMBs should build a culture of honesty, care, and concern within the organization as these core values will enhance workers productive behaviour vis-à-vis happiness, satisfaction, commitment, and ambidexterity

2. The management of DMBs should ensure their leaders have integrity to aid create trustworthiness and commitment as it will promote and enhance commitment and workers' productivity within the bank.
3. DMBs leaders should be honest and treat their employees well and be quick to praise their subordinates' contributions.

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