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Strategic Management Practices And Business Ethics Of Mobile Satellite Communication Companies In Nigeria

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ABSTRACT

This study focused on the influence of “strategic management practices on business ethics of global satellite mobile telecommunication companies in Nigeria” as the loss of character smacks of the bankruptcy of element of ethics. Quantitative design and cross-sectional survey was adopted. The study population consisted of 80 respondents drawn from the branches of global satellite mobile telecommunication companies in Port Harcourt, Rivers State, Nigeria. The research instrument was validated on the basis of face and content and its reliability was ascertained to be above $\alpha \geq 0.70$. The four hypotheses formulated for the study provided empirical evidence to effect that strategic management practices have positive and significant influence on business ethics based on their dimensions and measures respectively. This outcome informed the conclusion that strategic management practices positively and significantly influence business ethics of the corporate entities covered in the study. It is therefore recommended that global satellite mobile telecommunication companies in the study area should incorporate ethics in the formulation and implementation of their corporate strategies to enable them reap the benefits of being perceived as ethical and good corporate citizens in their operational territories and niches.

Keywords: Integrity, Practices, strategy, Ethics, super-structure, sub-structure.

INTRODUCTION

The configuration of a nation reflects a mosaic or mixed complexion of political, economic, social, technological, legal, cultural and religious inter-linkages and admixtures (Ngwu, 2018). Put slightly differently, a nation is a sum total of its entire constituent parts primary, among which, is the intellectual capital as integral part of human capital stock (Nwinee, 2018). Saliently however, the political link constitutes the super-structure of the economy while the economic fabric or stratum represents the sub-structure of the economy on which other links thrive and survive (Akpan, 2004). Businesses which may be micro, small, medium or large in size are at the heart of economics as a discipline which seeks to understand the overall working of the economy as a whole. At the micro-economic level analysis, businesses together with households and government constitute the framework through which the citizenry work to eke out a living (Baridam, 1993). As channels of resource flow, they severally and jointly contribute in varying degrees to the Gross Domestic Product (GDP) of a nation through the mechanism of saving-investment nexus which typically reflects an interaction between the surplus spending units (SSUs) and the deficit spending units (DSUs) (Akpan, 2004; Ezirim, 1995; Nwakanma, 2018).

Given the role of business in an economy therefore, it is expected that its conduct should be guided, among other things, by ethics as a barometer of global best practice or benchmarking (Robbins, DeCenzo& coulter, 2011; Weihrich, Cannice&Kontz, 2013). Ethics as a philosophical term has its root in both Latin and Greek words ‘ethice’ and ‘he ethiketekhne or ethikos’ respectively meaning ‘character’ (Dooley, Goymer, Guy, Richards & Richards, 2007). According to Reader’s Digest Wordpower Dictionary (2003), ethics means the science of morals. It can also be referred to as a set of rules or principles that defines right and wrong conduct (Robbins, DeCenzo& Coulter, 2011; Weihrich, Cannice& Koontz, 2013). It is closely related to the words value and ‘ethos’ which means nature or disposition (Fisher & Lovell, 2003; Griffin, 2005). Ethics as a branch of knowledge or philosophy is an academic subject concerned with the moral principles of conduct which govern or influence the forming of conscience to decide between right and wrong, good and bad as well as just and unjust choices or options (Awujo, 2010; Fisher & Lovell, 2003). Weihrich*et al*., (2013) define ethics in terms of truth and justice which should characterise and shape corporate behaviour particularly and expectations of corporate stakeholders generally in relation to business organisations. In other words, ethics ideally should set the tone or standards for moral behaviour in any form of relationships among individuals, businesses and governments. Relying on Heath (2006) and Jones,Felps and Bigley (2007), business ethics is linked with prescribed standards of actions by both business organisations and their agents as perceived to be appropriate by their respective stakeholders (Hitt& Collins, 2007).

It is argued in the literature by some authors that business ethics is a misnomer because its current usage suggests that primary emphasis is placed on business as against ethics and as such, it ought to be couched as "ethics in business or simply ethics" because there is no ethics in and outside of the business world (Christopher, 2016). However, this author differs from this position in the sense that business ethics draws its strengths and inspirations wholly and entirely from ethics. Franck (2012) stresses that ethics is part and parcel of the identity of human beings who populate business organisations. Hence, Awujo (2010) defines business ethics as the application of ethical or moral principles to individual and/or corporate relationships in business settings. Blackman (2019) citing Cambridge Dictionary corroborates that business ethics refers to the "rules, principles and standards for deciding what is morally right or wrong when doing business." :It is also considered to be a set of principles prescribing a code of behaviour that explains what is good and right and what is bad and wrong (Gomez-Mejia &Balkin, 2002). The major plus of business ethics is in the sense that it confers on business organisations the air of integrity, trust, good corporate governance, fairness and social responsibility as well as good corporate reputation in the way and manner they conduct their businesses (Hosmer, 1994; Thompson & Strickland, 2003; Griffen, 2005; Schermerhorn, 2010; Daft, 2010; Celikdemir&Tukel, 2015; Robbins, DeCenzo& Coulter, 2011; Weihrich, Cannice& Koontz, 2013). This explains why corporate actions which impinge on the integrity, trust, fair-play, transparency and accountability as well as corporate governance standards are easily interpreted as unethical and condemnable as they induce loss of confidence in the minds of major corporate constituents a major dent on the reputation of the corporate entity (Weihrich, Cannice& Koontz, 2013). There is no doubt that business ethics which springs largely from philosophical root is both ambiguous and value-driven (Schermerhorn, 2010). Given the complex and ambiguous nature of business ethics, it can be encouraged and instituted in organisation in either of two ways viz: use of code of ethics or ethics committee in which case, application of code of ethics is commoner among business organisations while the use of ethics committee is associated with institutions (Weihrich, Cannice & Koontz, 2013; Celikdemir & Tukel, 2015).For instance, the ethics committee of the University of Port Harcourt.

Admittedly, there has been noticeable decline or erosion in business ethics around 1970s resulting in corporate scandals reflected in cover-ups, conflicts of interest, accounting manipulations and fraudulent practices (Robbins, 2005; Celikdemir & Tukel, 2015). Notable foreign or off-shore incidents of ethical breaches of monumental proportions and global interests are linked to Kenneth Lay and Jeffrey Skilling of Enron in the U.S., energy industry, Benard Ebbers of Worldcom in the U.S., telecommunications industry, Dennis Kozlowski of Tyco, a conglomerate in U.S., AI Dunlap (a.k.a., The Destroyer by Fortune) of Sunbeam, John Rigas of Adelphia and Jean-Marie Messier of Vivendi in the France entertainment sector in which cases, the companies filed for chapter 11 bankruptcy which is a strategic option provided for in the U.S. law with devastating consequences on their stakeholders (Griffen, 2005; Schermerhorn, 2010; Weihrich, Cannice & Koontz, 2013; Celikdemir & Tukel, 2015). Other related unethical incidents include: Dick Brown of Electronic Data Services, U.S., who used puffery to attract unwary investors to invest in the company whose corporate profit fell 84% only one month afterwards; Samuel Waksal of ImClone who engaged in insider trading when his application to co-develop a new cancer drug worth $2 billion in collaboration with Peter Dolan of Bristol-Myers Squibb was disapproved by U.S., Food and Drug Administration; Sandford Weill of Citigroup who unduly influenced the company's stock analyst, Jack Grubman to give favourable valuation to the company's stock in return for $ 1 million donation to the pre-school where Jack Grubman's children attend, Sweett Group Plc fined 2.25 million pounds in 2016 for failure to put in place 'adequate procedures' to checkmate corruption contrary to United Kingdom Bribery Act, 2010; Royal Ahold NV- a giant international supermarket chain in Netherlands whose CEOs and Chief Financial Officers were relieved of their appointments on the grounds of manipulating its accounting records and thus, overstating its earnings for the 2001 and 2002 financial years etc., (Ball, Zimmerman & Ball, 2003; Griffen, 2005; Gorsia, Steg, Denkers & Huisman, 2018). Unfortunately, each of these incidents caused the companies to lose the confidence of their corporate investors whose financial losses ran into billions of U.S., dollars, coupled with loss of jobs by many workers and unprecedented fall in the stock prices of these companies as well as incalculable damage to their corporate reputations (Griffin, 2005; Weihrich, Cannice & Koontz, 2013).

However, local or on-shore incidents of corporate ethical violations also abound and include: Halliburton bribery scandal involving $2 billion Nigeria LNG contract in the oil and gas industry; Milost's fraudulent investment deal of $1 billion with Unity Bank Plc for which it has been sued in the U.S (Anonymous, 2018; Anonymous, 2018), wide range executive mismanagement and financial rascality in the banking industry which swept away five (5) Chief Executive Officers (CEOs) of deposit money banks in 2009 (Omoh & Komolafe, 2009), Guiness Nigeria Plc's re-validation of expired raw materials detected by Nigerian Food, Drug Administration and Control (NAFDAC) for which the company was made to pay a fine of N11.4 million as against initial fine of N1 billion (Alademeji, 2016). Recent executive brigandage of Skye Bank Plc scandal which prompted its take-over by Nigerian Deposit Insurance Corporation (NDIC) and subsequent conversion of the bank to Polaris Bank Plc as a bridge bank (Ashike, 2018), SIM registration regulatory violation by MTN for which reason an initial fine of $5.1 billion (N1.1 trillion) was imposed by Nigeria Communications Commission (NCC) but was upon a truce later commuted to N330 billion out which MTN has so far paid N165 billion (Adaramola, 2018) and the repatriation saga by MTN involving $8.1 billion perpetrated through four deposit money banks using irregular Certificates of Capital Importation (CCIs) in subtle disregard of extant laws on foreign exchange (monitoring and miscellaneous provision) Act 1995 (Itsibor, 2018). This abuse of the regulatory framework prescribed for foreign exchange transaction prompted the Central Bank of Nigeria (CBN) to demand a refund of the amount involved by MTN and also imposed varying amounts of fine on the four affected banks thus: Standard Chartered Bank Plc (N2.5 billion), Stanbic-IBTC Bank Plc (N1.8 billion), Citibank Plc (N1.3 billion) and Diamond Bank Plc (N250 million), (Itsibor, 2018, Adehinde & Okafor, 2018). However, the CBN has reached agreement with MTN to pay $53 million only (Nwachukwu, 2019). Etisalat's renege on the repayment terms of the $1.2 billion syndicated loan it obtained from a consortium of deposit money banks in Nigeria (Udo, 2017; Adepetun, 2017). Admittedly, all these ethical infractions are a breach of trust and are inimical directly and/or indirectly to the corporate reputation of these companies in the eyes of their various publics, YomiBadejo-Okusanya (2018) reported in (Ani, 2018).

The fact that business ethics which comes in different shades, forms and complexions is ambiguous and value-driven explains why it has defied several antidotes to stem the tide of unethical conducts and practices. In an interview, Robert Prentice (cited in Griffin, 2005) buttresses that research has established the difficulty associated with attempts to teach ethics to undergraduates especially when the students did not acquire the ethical traits from their families and/or faith which becomes exacerbated by lack of the knowledge, appreciation and fear of the law. Extant literature has shown that research in the area of business ethics though more on environmentalism is limited over the past decades (1999 – 2005) particularly with respect to organisational ethics and scholars have strongly advocated more researches in business ethics as the cornerstone of strategic management (Robertson, 2008). In empirical study of small and medium scale enterprises in Turkey, business ethics was found to be in a native stage and as such, driven by personal ethical values of the owner-managers (.Greenberg & Baron, 2000). In a research work carried out on 500 large-scaled companies in the United States involving the collection of 1996 annual reports in which statements of commitment to ethical practices were noted and used alongside sales growth and profit records as data for analysis (Greenberg & Baron, 2000). The outcome showed that 134 of the companies with commitments to ethical practices were found to have performed better, on the average, than those other companies without such commitments thereby establishing a correlation between business ethical practice and performance of business organisations (Greenberg & Baron, 2000). The few works cited go to show that business ethics, its benefits notwithstanding, is real challenge to attain by business organisations and thus, provide grounds for more scientific researches in attempt to proffer possible solutions to the problem. Business ethics was assessed using proxies such as: integrity, ethical corporate social responsibility, environmental social governance and good corporate governance (Ugoani, 2019) from which list only two proxies notably: integrity and good corporate governance were selected to operationalise ethics as a latent construct in this study.

On the strength of the identified gaps in literature, the author is inclined to investigate business ethics from the lens of strategic management practices in this study. Strategic management practices refer to a set of decisions and actions which managers undertake and execute to ensure the performance of business organisation. Mayilvaganan and Raviselvam (2016) corroborate that strategic management captures the bundle of decisions and acts a manager undertakes and which decides the results of the firm's performance. Bracker (1980) cited in Celikdemir and Tukel (2015) define strategic management as the implementation of a formulated and developed strategy. Many advantages accrue to business organisations for adopting strategic management practices salient among which are analysis of the operating environment (internal and external), coping with change, prudent use of scarce resources, creating strategic fit which helps in gaining competitive advantage and agility to respond to customers' needs which underscores the competitiveness of the concerned business organisations (Celikdemir & Tukel, 2015). Strategic management practices are operationalised in different ways in the extant literature. The proxies of strategic management practices could be: strategic competitive practices, strategic planning practices, strategic corporate governance and strategic total quality management practices (Sasaka, Namusonge & Sakwa, 2014). Miyalvaganan and Raviselvam (2016) identify the strategic management practices as strategy formulation, strategy implementation and strategy evaluation and control. Elms, Brammer, Harris and Phillips (2010) identify superb intellect, intelligence, physical powers reflected in energy, stamina and strength of character as well as moral rectitude such as courage, integrity, determination and capacity to choose right as against wrong option as hallmarks of management generally and strategic management in particular. Simiarly, Kazmi (2002) mentions the dimensions of strategic management practices to include: strategic intent, strategy formulation, strategy implementation and strategy evaluation and control.

Strategic intent as a pregnant term births vision, mission, business definition, goals and objectives (Kazmi, 2002; Thompson & Strickland, 2003). Strategy formulation focuses on data gathering preparatory to analysis to uncover and leverage on business organisation's strengths, weaknesses, opportunities, and threats (SWOT) to make strategic choice of a grand corporate strategy and business-level strategy for implementation (Kazmi,2002; Thompson & Strickland, 2003; Wheelen & Hunger, 2010; David, 2013). Strategy implementation entails the need to activate the strategies, make a choice of appropriate structure, promote and enthrone positive strategy-friendly behaviours and creating vertical and horizontal fits through appropriate functional strategies and operational plans which, altogether, calls for a deep sense of moral sensitivity and choice across the myriads of activities involved (Kazmi, 2002). Strategy evaluation and control critically examines the effectiveness or otherwise of the strategy to justify the need to either sustain the strategy or effect corrective actions by way of modifying the strategy to suit the purposes it was intended to serve or outright reformulation of the strategy where the strategy is adjudged to have performed woefully (Kazmi, 2002; Thompson & Strickland, 2003; David, 2013; Hieu & Nwachukwu, 2019). Given the fact that strategy implementation is where the strategy either succeeds or fails because of the moral choices that govern a number of activities and strategy evaluation and control help to highlight the strengths or weaknesses of the strategy, strategic management practices would be assessed using strategy implementation and strategy evaluation and control as the dimensions in this study (Kazmi, 2002; Miyalvaganan & Raviselvam (2016). Therefore, strategic management practices in relation to business ethics would be examined in this study using their dimensions (strategy implementation and strategy evaluation and control) and measures (integrity and good corporate governance) respectively.

Aim and Objectives of the Study

The main aim of the study was to investigate the effect of strategic management practices on business ethics of global satellite mobile telecommunication companies in Nigeria with focus on Rivers State. The specific objectives included to:

1. Investigate the effect of strategy implementation on the integrity of global satellite mobile telecommunication companies in Nigeria.

2. Examine the influence of strategy evaluation and control on the integrity of global satellite mobile telecommunication companies in Nigeria.
3. Identify the effect of strategy implementation on the good corporate governance of global satellite mobile telecommunication companies in Nigeria.
4. Establish the influence of strategy evaluation and control on the good corporate governance of global satellite mobile telecommunication companies in Nigeria.

Research Questions

In attempt to attain the specific objectives as the building blocks to achieve the main objective of the study, the following cogent questions were posed:

1. How does strategy implementation have significant effect on integrity of the global satellite mobile telecommunication companies in Nigeria?
2. What is the significant influence of strategy evaluation and control on integrity of the global satellite mobile telecommunication companies in Nigeria?
3. How does strategy implementation have significant effect on good corporate governance of global satellite mobile telecommunication companies in Nigeria?
4. What is the significant influence of strategy evaluation and control on good corporate governance of global satellite mobile telecommunication companies in Nigeria?

Research Hypotheses

The null hypotheses formulated to provide provisional answers to the research questions were as follows:

1. There is no positive and significant effect of strategy implementation on integrity of the global satellite mobile telecommunication companies in Nigeria.
2. There is no positive and significant influence of strategy evaluation and control on integrity of global satellite mobile telecommunication companies in Nigeria.
3. There is no positive and significant effect of strategy implementation on good corporate governance of global satellite mobile telecommunication companies in Nigeria.
4. There is no positive and significant influence of strategy evaluation and control on good corporate governance of global satellite mobile telecommunication companies in Nigeria.

Significance of the Study

The significance of this study is dual-fold notably: First, to the global satellite mobile telecommunication companies in Nigeria in general and Rivers State in particular in the sense that the outcome would instruct the focused companies to learn to allow their strategic choice and implementation as well as strategy evaluation and control to be undergirded by moral sensitivity which is the tone and core of business ethics. Second, the strategic management and business ethics literature would be enriched accordingly**.**

Scope of the Study

The content scope focused on the concepts of strategic management practices and its dimensions namely: strategy implementation and strategy evaluation and control. It also covered business ethics and its measures such as integrity and good corporate governance. The geographical scope revolved solely around global satellite mobile telecommunication companies in Port Harcourt, Rivers State, Nigeria. The unit of analysis scope was at macro-level with particular reference to senior management executives as sampling units or respondents.

Literature Review

There are many management theories on which this study can be anchored notably: utilitarian theory, theory based on rights, theory of justice, stakeholder theory, theory of amorality, theory of moral unity, goal-setting theory etcetera (Elms*et al.,* 2010; Schermerhorn, 2010; Robbins *et al*., 2011; Steiner &Steiner,2012; Weihrich*et al*., 2013). However, the author opted to adapt stakeholder theory and goal-setting theory as the baseline theories of this study as elucidated below:

Stakeholder Theory

The stakeholder theory or model is the culmination of many rudimentary ideas by several academics who towed the path-finding footprint of R. Edward Freeman who built these ideas into his seminal book in 1894. The stakeholder theory describes the fact that average business organisations such as global satellite mobile telecommunication companies have many stakeholders both primary and secondary to cater for over and above their quest for profit maximisation for their investors. The primary stakeholders include owners/shareholders, customers, employees, host communities and government as well as creditors and suppliers in some cases. The nature of relationship among these stakeholders and the concerned business is mutually immediate, continuous and powerful (Steiner & Steiner, 2012; Hitt, Ireland & Hoskisson, 2013). The broad and secondary constituent of stakeholders consists of trade unions, non-governmental organisations (NGOs), activists, politicians, schools etc. The colour of relationship in this case is less mutually immediate, beneficial, burdensome or powerful to influence (Steiner & Steiner, 2012). It behooves the business organisation concerned to be ethnical as much as practically possible to handle these relationships. The anatomy of stakeholder theory draws a sharp contrast with strategic management practices which constitute the strategic management process or continuum in which several actors are involved in crafting and implementing a choice strategy to achieve the set goal which is, most often, competitive advantage. Elms *et al.*,(2010) corroborate that scholars in strategic management have "rediscovered" as it were the power of stakeholder theory and even identify it as a source of competitive advantage. Similarly, the implementation of strategy as an integral part of strategic management process is therefore expected to be ethical at any rate. This demand underscores the relationship between strategic management practices and stakeholder theory in which the study is grounded.

Goal-setting Theory

The notion of goal-setting theory is a product of research by Edwin Locke in 1968 (Schermerhorn, 2010; Lunenburg, 2011). The theory postulates that "specific goals increase performance and that difficult or challenging goals, when accepted, result in higher performance than do easy goals" (Robbins *et al*., 2011). The theory links specificity and difficult tasks with high performance for individual and group of workers in the workplace where strategic management practices take place. Motivation is needed to get the team members to embrace assigned tasks, be committed to carry them out efficiently and effectively to accomplish goals set in a participatory atmosphere especially within the auspices of management by objectives (MBO) as a vehicle or participative model capable of driving strategic management process. The goal-setting theory leverages on three contingent factors to be effective notably: goal commitment, self-efficacy and national culture (Schermerhorn, 2010; Robbins *et al.*, 2011; Lunenburg, 2011). The goal-setting theory accentuates the need to set motivational goals built on participation of parties (team leaders and members) concerned which encourages understanding, commitment and acceptance as well as review of performance (Schermerhorn, 2010). Given the motivation required to discharge the strategic management practices within the scope of strategic management process to achieve set goals in business enterprises such as global satellite mobile telecommunication companies, it becomes ideal and cogent to anchor this study on goal-setting theory.

Strategic management deals with catalogue of actions taken by strategic managers to cope with changes in the market, socio-economic and political environments (Steiner & Steiner, 2012). To Thompson and Strickland (2003) strategic management process entails "forming strategic vision, setting objectives, crafting strategy, implementingand executing the strategy and then over time initiating whatever corrective adjustments in vision, objectives, strategy and execution are deemed appropriate." The continuous enactment of these actions on almost routine bases translates them into practice(s) over time. This explains why Whittington (1996) cited in Elms *et al*., (2010) maintains that 'strategy as practice' has to do with the way and manner practitioners actually act and interact. Cogently, strategic management practices used interchangeably with strategic planning practices (Sandada, Pooe & Dhurup, 2014) saliently comprise strategic intent, strategy formulation, strategy implementation and strategy evaluation and control (Kazmi, 2002; Thompson & Strickland, 2003; David, 2013). Sundry management scholars concur somewhat that strategic management practices incorporate vision, mission, strategy, appreciation of changes in the operating business environment and alignment of the business organisations with the environment via strategic fit (Sandada *et al*., 2014; Kazmi, 2002). The maintenance of strategic management practices may not provide a one-stop panacea to problems of business organisations, yet it thus serves to safeguard that helps business organisations which imbibe the practice to better prepare for some unexpected developments that the volatile, uncertain, complex and ambiguous (VUCA) operating business environment may pose from time to time (Sandada *et al*., 2014; Nkuda, 2020). However, tangential to this study, strategy implementation and strategy evaluation and control would be accorded the much-needed focus as dimensions of strategic management practices as reflected in the following discourse:

Strategy Implementation

The notion of strategy implementation is at the core of strategic management process. A sense is made of any formulated strategy only when it is successfully implemented. Strategy implementation therefore refers to the process of converting a formulated choice strategy into practical action. Like a typical coin with two sizes, strategy implementation can either succeed or fail. Extant strategy implementation literature attests that about 66% of strategies are not implemented and among the number of strategies implemented only a paltry 10% success rate is recorded (Ahmadi, Salamzadeh, Daraei & Akbari, 2012; Nkuda, 2020). Critically examining strategy implementation context shows that several factors are involved. Ranging from issues of activating strategies through structural, behavioural, to functional and operational issues, a number of actors and interests are involved (Kazmi, 2002; Thompson & Strickland, 2003). Strategic choices regarding the appropriate structure and behaviours of organisational members have to be made by functional managers who drive strategy implementation to ensure that the implementation succeeds.

Both vertical and horizontal fits of the strategy implementation demands have to be made. In all of these, the disconnection that often exists between strategy formulation and strategy implementation remains the major cause of strategy implementation failure (Ahmadi *et al*., 2012). It is evidenced in literature that it is in course of strategy implementation that a brilliantly formulated and smart strategy either fails or succeeds. The failure comes to the attention of the top management, corporate planners, board members and strategists when the financial results are bleak and poor (Siciliano, 2002). The disconnection does not show only in poor financial performance but also in researches in which very few empirical studies have been carried out on strategy implementation (Siciliano, 2002). Hence, both attention and reasonable amount of resources should not only be devoted to strategy implementation but also properly tracked and monitored to ensure success (Ahmadi *et al*., 2012).It boils down however, to strategic choices that have to be made which should assume ethical complexion to cater for the myriad interests of stakeholders concerned especially in this ever-turbulent and pandemic-induced era. This partly explains why Wheelen and Hunger (2010) view strategy implementation as aggregate of all activities and choices required for the execution of a strategic plan. This perhaps explains in part why the theme of the 15th annual international conference of The Academy of Management Nigeria reads thus: “Technology, Pandemic Disruptions, and Management Sciences’ Theory and Practice: Challenges, Responses and Strategic Choices” becomes both informative and instructive (The Academy of Management Nigeria (TAMN), 2021). Unethical organisational politics and dysfunctional leadership styles coupled with malfeasant organisational culture and climate need to be eliminated or reduced to the barest minimum possible. A strong sense of ownership mindset of a choice strategy being implemented needs to be consciously forged and strategically communicated to all stakeholders. Here therefore explicates the nexus between strategy implementation as a strategic management practice and business ethics especially with respect to its measures notably: integrity and good corporate governance.

Strategy Evaluation and Control

The final phase of strategic management process is strategy evaluation and control. It is concerned with the process of ascertaining the effectiveness or otherwise of an implemented strategy and taking steps to either sustains the strategy or effect corrective measure(s) as deemed necessary. The strategy evaluation and control assume two dimensions namely: strategic control and operational control (Kazmi, 2002). The strategic control questions the integrity of the implemented strategy to establish the need to continue with the strategy, modify or reformulate the strategy in its entirety. While the operational control seeks to confirm the overall well-being of the organisation in terms of prudent use of resources, meeting operational deadlines and effectiveness of the entire process in meeting set standards and achieving set goals and/or objectives. The operational control often involves gap analysis associated with variances and deviations from expected standards. The operational controls incorporate feed-forward, steering and feedback controls (Schermerhorn, 2010; Nkuda, 2017). To effect operational controls, certain quantitative and qualitative metrics are usually applied as spelt out, among others, in the balanced score card (BSC) of Norton and Kaplan in1993 (David, 2013; Kaplan & Norton, 2001).The bottom line of strategy evaluation and control is that it enables the strategists to know whether a given strategy implemented succeeds or not (Celikdemir &Tukel, 2015). The choice of appropriate metric needs to be ethical to ensure that the outcome of the strategy evaluation and control exercise is bereft of compromises as much as practically possible.

Business Ethics

Business ethics as explained previously are basically an art of being discerning in making a choice between right and wrong actions or options. Ethics to which business is prefixed is all about the acknowledgement and acceptance of the fact that human life should be guided by certain set of principles and moral considerations that are superior to and more valuable than material advantages or gains. This ethical perspective echoes the Ghandian ethical absolutism or institutionalism (Sapru, 2013). Business ethics, no doubt, bears some degree of relationship to strategy because of the many choices that have to be made along and across the broad spectrum of its activities particularly with respect to strategic choices under the ambit of strategy formulation and strategy implementation. This patently shows the intersection or convergence between strategic management practices and business ethics (Elms *et al*., 2010). The bottom line of business ethics is to ensure that strategic choices are ethical as much as possible given the many stakeholders its outcomes are expected to affect differently in the bidto achieve set goals or objectives such as good reputation even though it is not quite an easy task (Thompson & Strickland, 2003; Hitt, Ireland &Hoskisson, 2013; Daft, 2010; Celikdemir & Tukel, 2015).

Andrews (1971) cited in Elms *et al*., (2010) asserts that efforts to bring morality of choice to bear on strategic decision-making constitutes both exciting and knotty problem with which to grapple. Hitt *et al*., (2013), identify the stakeholders in question as capital market stakeholders (shareholders, major suppliers of capital e.g., banks), product market stakeholders (primary customers, suppliers of inputs, host communities and unions), and organisational stakeholders (employees, managers and non-managers). It is not enough for a choice strategy to be accepted as good on the surface, the moral undertones and imperatives of the strategy should be considered as well. Preoccupation with what to explore or exploit; tension between short and long term strategic demands, deliberate missing of deadlines for task completion, weaving and embedding self-interest into strategy implementation efforts and drives as well as celebrating some companies as saints and indicting others as sinners in ethical matters should be avoided to focus more on ethical rectitude or correctness of the strategy being pursued (Elms *et al*., 2010; Nkuda, 2020). In sodoing, the bond that hitherto existed between strategy and ethics would further be strengthened and avoidable gap bridged to enrich both strategy and ethics literatures.

Integrity

The idea of integrity as the hallmark of business ethics is fundamental and instructive. Integrity can be viewed as the penchant of a business organisation to irresistibly honour its promises to its stakeholders which cut across a broad spectrum of owners/shareholders, employees, customers, host communities and governments as core. Thompson and Strickland (2003) corroborate that "we work with customers and prospects openly, honestly, and sincerely. When we say we will do something, we will do it; when we say we cannot or will not do something, then we won't do it." Integrity carries with it the burden of honour to keep to what is said or promised. Like an integer in mathematics which as a number is not divisible into fractions, it can be analogised that a person of integrity is not divided against oneself. In other words, the person does not think one thing and does another thereby avoiding the risk of double-speaking, double-standards and divide and rule.Jack Welch reliving the leadership tenets of Peter Drucker (1988) cited in Schermerhorn (2010) corroborates "good leaders have integrity; they mean what they say." Several individuals are involved in driving organisational strategy at different management levels especially at the functional levels where strategy implementation takes roots. If these individuals arm themselves with integrity as their breastplate in course of the discharge of their tasks, chances are that the success rate of strategy implementation would be higher than the 10% success rate recorded in extant strategy implementation literature (Nkuda, 2020). The commonorganisational and situational factors in business organisations easily vulnerable to ethical breaches reflect in discrimination, sexual harassment, conflicts of interest, customer confidence and scramble to access organisational resources (Hunt & Vitell, 1986; Schermerhorn, 2010). There ought to be eternal vigilance over vulnerable areas to stem tendencies to breach ethical codes. Integrity is value-driven conduct that places a burden on managers and subordinates alike in business organisations to demonstrate in the performance of their respective tasks.

Fisher and Lovell (2003) note that integrity, particularly on the part of executives, tends to recognise, appreciate and create value. This explains why Peter Drucker (1988) cited in Schermerhorn (2010) identifies integrity as the starting point of ethical leadership which incorporates honest, credible and consistent behaviour which enables values to be put into action. Warren Buffet (2021) reported in Farnam Street (2021) expresses the importance of integrity thus: the three things I look for in a person namely: intelligence, energy and integrity. However, if an individual lacks integrity, there is no need to bother about the rest two. Schermerhorn (2010) corroborates that lack of personal integrity accounts for 80% of unethical behaviour in corporate organisations. The bottom line is that integrity is a hard naught to crack and also a scarce commodity that is not easy to come by. Hence, Fisher and Lovell (2003) admit and advocate that integrity being essential component of ethics has a tortuous path to travel, inculcate and ingrain in the consciousness of the workforce, it also demands dialogue, reflection, learning, tolerance and wisdom to navigate and plough through in business organisations. Integrity thrives on transparency and begets trust of subordinates who strive to live up to the expectations of the leaders in the performance of assigned tasks particularly in relation to strategic management practice involving strategy implementation and strategy evaluation and control (Nkuda, 2020). The management teams of established and fleshing entrepreneurial ventures should make integrity lubricated by trust and transparency their watch-words and endeavor to live above board and beyond iota of reproach (Weihrich *et al*., 2013).

Good Corporate Governance

Corporate governance can be described as the set of principles that governs the relationship between business owners (principals) and the managers (agents) with a view to moderating areas of possible conflicts of interest. The tenet of corporate governance which may be good or bad shapes the master cum servant or agency relationship that exists between owners of businesses and the managers saddled with the responsibility of running the affairs of the businesses (Hitt *et al.*, 2013).Corporate governance is built on the platform that separates business ownerships from the management of the businesses. The tenet of corporate governance discourages undue interference on the part of the owners in the affairs of the business and yet, insists on and provides for transparency and accountability on the part of the managers of the companies. These checks and balances are intended to make for the viability, survival, growth and profitable performances of the companies concerned because the lack of which compromises the ability of the boards of directors to make independent decisions for and on behalf of the shareholders (Samila & Ibrahim, 2012). The breakdown or absence of corporate governance could trigger the breach of ethical practices in corporate organisations as was the case with Enron, WorldCom and other countries such as Russia in 1988, Asia and Brazil including United States and Europe (Hitt*et al*., 2007; 2013; Schermerhorn, 2010; Samila & Ibrahim, 2012; Celikdemir & Tukel, 2015). To checkmate incidents of ethical breaches informs that the board of directors spell out ethical standards and ensure that they are not only communicated to all stakeholders but also enforced effectively (Hitt *et al*., 2007). Strategic management practices, of which strategy implementation and strategy evaluation and control are a part, need to be anchored on good corporate governance for the success of strategy implementation and unbiased strategy evaluation and control.

Strategic Management Practices and Business Ethics Relationship

Extant literature has attested that strategic management which practices comprise defining strategic intent, strategy formulation, strategy implementation and strategy evaluation and control and ethics which principles business ethics adapt have a common origin and root. But with the passage of time, the two fields became diverged and currently, the reintegration of the two fields is fast emerging as scholarly researches in these areas have shown (Elms *et al*., 2010). Strategic management practices involve making choices at different phases of their enactments. These choices, strategic as they may be, can be good or bad, right or wrong depending on the ethical background, value and orientation of the corporate strategists themselves. This explains why the tenets of business ethics need to be imbibed, leveraged and brought to bear on all these important strategic choices given the many stakeholders which the value-creating outcomes of such strategic choices and decisions are intended to serve particularly the stockholders whose investment sustains and keeps the business organizations going (Elms *et al*., 2010). The value-creation goal for the stakeholders represents the point of intersection at or fulcrum around which both strategic management reflected in strategic management practices and ethics expressible in terms of business ethics converge (Elms *et al*., 2010). This goes to elucidate the inseparable relationship between strategic management practices and business ethics. This explains why Hosmer (1994) buttresses that incorporation of social responsibility and ethics into strategic management would not only make the business organizations to be perceived as good corporate citizens, it would also earn it good reputation which is more or less an inimitable currency to gain competitive advantage over rivals in a choice industry such as the mobile telecommunication industry in Nigeria.

Empirical Review

Ahmadi *et al*., (2012) investigated the "relationship between organizational culture and strategy implementation: Typologies and dimensions" of Iranian Karafarin Bank aimed at examining the link between the typologies and dimensions of organisational culture to proxies of strategy implementation with a view to proffering solution to the catastrophic failure rate of strategy implementation. The study population consisted of 210 members of staff out of which 136 respondents were randomly selected using Cochran formula and issued copies of the questionnaire. 101 copies of the questionnaire (74.3% response rate) were duly and fully completed and used for analysis in the study. Spearman's Rank Order Correlation Coefficient was used for data analysis and verification of the hypotheses formulated for the study. The results showed significant relationship of dimensions of organisational culture with the surrogates of strategy implementation.

Mango (2014) studied "determinants of successful strategy implementation: A survey of selected public schools in South Africa." The study made use of exploratory design and survey. The population consisted of 165 respondents from 139 respondents were randomly selected. Primary data were obtained from structured questionnaire. Both adequacy of the sample and reliability were established using Keiser-Meyer-Olkin and Cronbach's alpha (α) value of 0.810 and ≥ 0.759 in that order. The data analysis technique was Chi-Square cum Cramer's V co-efficient using statistical package for social sciences (SPSS). The results indicated that operationalised proxies had significant association with successful strategy implementation.

Ibrahim *et al*., (2012) empirically examined "the relationship between strategy implementation and performance of manufacturing firms in Indonesia: The role formality structure as a moderator." The design was cross-sectional survey. The population of the study comprised 164 manufacturing firms quoted on Jakarta Stock Exchange (JSE). The respondents to whom 164 copies of structured were issued were mainly the CEOs of the affected manufacturing firms. A total of 127 copies of the questionnaire were retrieved and only 112 copies were considered fit and used for analysis. The reliability of the instrument was achieved at $\alpha \geq 0.70$. Pearson Correlation Co-efficient was used for data analysis. The results showed that the dimensions of strategy implementation operationalised in the study had significant correlation with the performance of the manufacturing covered in the study.

Cuevas-Rodriguez, Guerrero-Villegas and Valle-Cabrera (2016) investigated "comparison of corporate governance, strategy, control and performance evaluation systems before and after privatisation" in Spain. A multi-case research design was adopted in which five (5) companies from different industries were involved and 18 interviews conducted as follows: Endesa (5), Repsol (4), Enagas (2), Iberia (3) and Retevision (4). The research instrument was structured questionnaire and the data were triangulated for purposes of analysis. The result showed inter-alia that a relationship exists between the macro-organisational level i.e., the governance mechanism of the firm and micro-organisational level reflected in performance evaluation systems.

Sandada, Pooe & Dhurup (2016) probed "strategic planning and its relationship with business performance among small and medium enterprises in South Africa." The study adopted a positivist and quantitative research design which sought to confirm hypotheses formulated for the study in order to show its predictive powers of possible relationships among the study variables. The study population consisted of small and medium scale enterprises (SMEs) in Gauteng Province. The sample size was 200 SMEs and the unit of analysis focused on SME owners and managers. Structured questionnaire was used to obtain primary data analysed using correlation coefficient and multiple regression. The results showed that strategic planning practices have positive association and significant relationship with the performance of SMEs.

Hieu and Nwachukwu (2019) investigated "strategy evaluation process and strategic performance nexus" among four (4) mobile telecommunication companies in Nigeria. The survey design was used to conduct the study. The study population consisted of 120 respondents from both the headquarters and eight regional offices of the companies out of which 105 respondents (87.5% response rate) duly completed the questionnaire used. Both structured and unstructured questions were raised in the questionnaire to gather primary data for analysis. A panel of six (6) academic and non-academic experts was used to validate the research instrument on the basis of both face and content validities. The reliability of the instrument was above Cronbach's (α) 0.70. KMO and Barlett's test of sampling adequacy was found to be significant (KMO; 0.727, p=0.000 < 0.05). Descriptive statistics, Pearson correlation and regression techniques were used with the aid of statistical package for social sciences (SPSS version 17) to analyse the data. The results showed that the systematic approach to strategy evaluation adopted by the telecommunication companies has positive and significant influence on strategic performance of the companies concerned.

Celikdemir and Tukel (2015) studied "incorporating ethics into strategic management with regards to generation Y's view of ethics." Qualitative research which relied on interviews of respondents was adopted. The study population consisted of 8 interviewees made up of 4 males and 4 females who held Bachelor's degrees. The interview responses were recorded, transcribed and then analysed. The results of the study indicated that interviewees unanimously agreed that company should build into and implement ethics in its Celikdemir and Tukel (2015) long-term plans (strategy) because it is one of the many factors that increase corporate performance and they would like to identify and work with companies which have built ethics into their strategic management process.

METHODOLOGY

The research design adopted in this study was a cross-sectional survey. The population of the study consisted of the one hundred and ninety seven (197) telecommunication services companies (Anonymous, 2013) in Rivers State with emphasis on major global satellite mobile (GSM) telecommunication companies in Nigeria whose branches are in Port Harcourt, Rivers State namely: M'TN, Airtel, Globacom and 9-Mobile using a census survey. The sampling frame comprised eighty (80) respondents as against 120 in the empirical work of Hieu and Nwachukwu (2019) because headquarters of telecommunication companies were excluded from the study and the respondents were drawn from the rank of senior management and above. Structured questionnaire graduated on 5-point Likert's scale was used to collect primary data. The empirical indicators of strategy implementation were adapted from the works of (Ahmadi *et al.,* 2012; Mango, 2014), strategy evaluation and control adapted from the work of (Wijetunge & Pushpakumari, 2014; Cuevas-Rodriguez, Guerrero-Villegas & Valle-Cabrera, 2016; Hieu&Nwachukwu, 2019), indicators of integrity were adapted from (OCED, 2015) and corporate governance indicators adopted from (Hitt *et al*., 2007; Wibowo & Gunawan, n. d). The data were subjected to both face and content validities. Reliability of the research instrument met Cronbach's alpha (α) ≥ 0.70 prescribed by Nunnally and Berstein (1994) and it indicated a reliability coefficients of .900, .932, .894 and .907 respectively. Simple linear regressions were used to analyse the data and verify the hypotheses formulated for the study. The confidentiality of respondents was assured and only respondents from age 18 and above voluntarily participated in the study in keeping with the demands of research ethics.

RESULTS AND DISCUSSION

Test Hypothesis

Hypothesis One

Ho_1There is no positive and significant effect of strategy implementation on integrity of the global satellite mobile telecommunication companies in Nigeria

Table 4.1 The result of simple linear regression of strategy implementation on integrity of the global satellite mobile telecommunication companies in Nigeria.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.960[a]	.921	.920	.33295	.864

a. Predictors: (Constant), Strategic Management

b. Dependent Variable: Integrity

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	100.741	1	100.741	908.759	.000[b]
	Residual	8.647	78	.111		
	Total	109.387	79			

a. Dependent Variable: Integrity
b. Predictors: (Constant), Strategic Management

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.188	.107		1.761	.082
	Strategic Management	.945	.031	.960	30.146	.000

a. Dependent Variable: Integrity

The result of linear regression analysis indicates a positive and significant effect of strategy implementation on integrity of the global satellite mobile telecommunication companies in Nigeria, with R^2- value of .921, P- value of .000 and the corresponding t-value of 30.164 and beta coefficient of 945. This implies that strategy implementation can account for 92.1% change of the global satellite mobile telecommunication companies in Nigeria. Also, the result reveals that strategy implementation is effective in predicting integrity of the global satellite mobile telecommunication companies in Nigeria. The result is supported by beta coefficient of .945 which indicates that I unit increase in Strategy implementation would lead to 94.5% increase in integrity of the global satellite communication companies in Nigeria. Also, the result further indicates t-value of 30.164 which means that the result is statistically significant at .000 ($P<0.05$) level of significance. Therefore, since the P-value of .000 is less than alpha value of 0.05, it can be affirmed that strategy implementation has positive and significant effect on the integrity of Global satellite of mobile communication Companies in Nigeria

Hypothesis Two

Ho_2.There is no positive and significant influence of strategy evaluation and control on integrity of global satellite mobile telecommunication companies in Nigeria.

Table 4.2 the result of simple linear regression on the influence of strategy evaluation and control on integrity of global satellite mobile telecommunication companies in Nigeria.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.721[a]	.520	.514	.86392	1.935

a. Predictors: (Constant), Strategic Evaluation Control
b. Dependent Variable: Integrity

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	62.984	1	62.984	84.387	.000[b]
	Residual	58.216	78	.746		
	Total	121.200	79			

a. Dependent Variable: Integrity
b. Predictors: (Constant), Strategic Evaluation Control

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	1.163	.232		5.014	.000
	Strategic Evaluation Control	.665	.072	.721	9.186	.000

a. Dependent Variable: Integrity

The result of linear regression analysis shows a positive and significant influence of strategy evaluation and control on integrity of the global satellite mobile telecommunication companies in Nigeria, with R^2- value of .520, P- value of .000 and the corresponding t-value of 9.186 and beta coefficient of .665. This implies that strategy evaluation and control can account for 52.0% change in the integrity global satellite mobile telecommunication companies in Nigeria. The result also reveals that strategy evaluation and control are effective in predicting integrity of the global satellite mobile telecommunication companies in Nigeria.

This result is supported by beta coefficient of .665 which indicates that I unit increase in Strategy evaluation and control would leads to 66.5% increase in the integrity of the global satellite mobile telecommunication companies in Nigeria. However, to evaluate the presence of auto-correlation, the Durbin Watson test was used to examine the auto-correlation among the residuals and the result indicates that Durbin Watson value of 1.935 which is greater than 1 but less than 3.00 means that there is absence of auto-correlation, meaning that the error terms are not correlated as suggested by field (2013). Also, the result further reveals t-value of 9.185 which means that the result is statistically significant at .000 ($P<0.05$) level of significance. Therefore, since the P-value of .000 is less than alpha value of 0.05, it can be affirmed that strategy evaluation and control have positive and significant influence on integrity of the global satellite mobile telecommunication companies in Nigeria.

Hypothesis Three

$Ho_{3:}$ There is no positive and significant effect of strategy implementation on good corporate governance of global satellite mobile telecommunication companies in Nigeria.

Table 4.3- The result of simple linear regression analysis on the effect of strategy implementation on good corporate governance of global satellite mobile telecommunication companies in Nigeria.

Model Summary

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.783[a]	.613	.608	.82109	1.253

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	83.413	1	83.413	123.723	.000[b]
	Residual	52.587	78	.674		
	Total	136.000	79			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.248	.264		.941	.350
	Strategic Management	.860	.077	.783	11.123	.000

The result of linear regression analysis indicates a positive and significant effect of strategy implementation on good corporate governance of the in global satellite mobile telecommunication companies Nigeria, with R^2- value of .613, P- value of .000 and the corresponding t-value of 11.123 and beta coefficient of 860. This implies that strategy implementation can account for 61.3% change of good corporate governance of the global satellite mobile telecommunication companies in Nigeria. Moreover, the result reveals that strategy implementation is effective in predicting good corporate governance of the global satellite mobile telecommunication companies in Nigeria. This result is supported by beta coefficient of .860 which reveals that I unit increase in Strategy implementation would lead to 86.0. % increase in good corporate governance of the global satellite mobile telecommunication companies in Nigeria.

However, to evaluate the presence of auto-correlation, the Durbin Watson test was used to examine the auto-correlation among the residuals and the result shows that the Durbin Watson value of 1.253 is greater than 1 but less than 3.00 which means that there is absence of autocorrelation, meaning that the error terms are not correlated as suggested by field (2013). The result further indicates t-value of 11.123 which means that the result is statistically significant at .000 ($P<0.05$) level of significance. Therefore, since the P-value of .000 is less than alpha value of 0.05, it can be affirmed that strategy implementation has positive and significant influence on good corporate governance of global satellite mobile telecommunication companies in Nigeria.

Hypothesis Four

$Ho_{4:}$ There is no positive and significant influence of strategy evaluation and control on good corporate governance of global satellite mobile telecommunication companies in Nigeria.

The result of simple linear regression analysis on the effect of strategy evaluation and control on good corporate governance of global satellite mobile telecommunication companies in Nigeria.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.704[a]	.496	.489	.93747	1.492

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	67.450	1	67.450	76.748	.000[b]
	Residual	68.550	78	.879		
	Total	136.000	79			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.995	.252		3.955	.000
	StrategicEvaluationControl	.688	.079	.704	8.761	.000

The result of linear regression analysis reveals a positive and significant effect of strategy evaluation and control on good corporate governance of the in global satellite mobile telecommunication companies Nigeria, with R^2- value of .496, P- value of .000 and the corresponding t-value of 8.761 and beta coefficient of .688. This means that strategy implementation can account for 49.6% change of good corporate governance of the global satellite mobile telecommunication companies in Nigeria. Besides, the result reveals that strategy evaluation and control is effective in predicting good corporate governance of the global satellite mobile telecommunication companies in Nigeria.
This result is supported by beta coefficient of .860 which shows that I unit increase in Strategy evaluation and control would lead to 86.0. % increase in good corporate governance of the global satellite mobile telecommunication companies in Nigeria. However, to check the presence of auto-correlation, the Durbin Watson test was used to examine the auto-correlation among the residuals and the result shows that the Durbin Watson value of 1.492 is greater than 1 but less than .3.00 which means that there is absence of auto-correlation. This means that the error terms are not correlated as suggested by field (2013). Furthermore, the result shows t-value of 8.761 which means that the result is statistically significant at .000 ($P<0.05$) level of significance. Therefore, since the P-value of .000 is less than alpha value of 0.05, it can be affirmed that strategy implementation has positive and significant influence on good corporate governance of global satellite mobile telecommunication companies in Nigeria.

DISCUSSION OF THE FINDINGS

The result of hypothesis one indicates that strategy implementation has positive and significant effect on the integrity of global satellite mobile telecommunication companies in Nigeria. This reveals that strategy implementation has the explanatory power of predicting the integrity of global satellite mobile telecommunication companies in Nigeria. This result is supported by the opinion of Ahmadi, *et al*. (2012) and Nkuda (2020) who posit the notion that strategy implementation is at the core of strategic management process, and that a sense is made of any formulated strategy only when it is successfully implemented. Also the result is in agreement with the work of Ibrahim *et al*., (2012) who state that the dimensions of strategy implementation operationalised in the study had significant correlation with the performance of the manufacturing companies in Nigeria.
Consequently, the result of hypothesis two reveals that there is positive and significant effect of strategy evaluation and control on the integrity of the global satellite mobile telecommunication companies in Nigeria. The results is supported by the work of Hieu and Nwachukwu (2019) who maintain that systematic approach to strategy evaluation adopted by the telecommunication companies has positive and significant influence on strategic performance of the companies concerned. In addition, Schermerhorn (2010) asserts that the strategic control questions the integrity of the implemented strategy to establish the need to continue with the strategy, modify or reformulate the strategy in its entirety. While the operational control seeks to confirm the overall well-being of the organisation in terms of prudent use of resources, meeting operational deadlines and effectiveness of the entire process in meeting set standards and achieving set goals and/or objectives.
Similarly, the finding of hypothesis three reveals, that strategy implementation has significant and positive influence on good corporate governance of global satellite mobile telecommunication companies in Nigeria. This finding is in agreement with work of Hitt *et al*.,(2007) who opine that strategic management practices, of which strategy implementation and strategy evaluation and control are a part, need to be anchored on good corporate governance for the success of strategy implementation and unbiased strategy evaluation and control.
However, to further evaluate this finding, hypothesis four also shows that strategy evaluation and control has significant and positive influence on good corporate governance of global satellite mobile telecommunication companies in Nigeria. This finding correlates with the findings of Kazmi (2002) who affirmed that the final phase of strategic management process is strategy evaluation and control. The author empirically posits that it is concerned with the process of ascertaining the effectiveness or otherwise of an implemented strategy and taking steps to either sustains the strategy or effect corrective measure(s) as deemed necessary. The strategy evaluation and control assume two dimensions namely: strategic control and operational control.

CONCLUSION AND RECOMMENDATIONS

Pursuant to the outcomes of the hypotheses statistically verified, a positive and significant relationship thus exist between strategic management practices and business ethics as reflected in empirical influences of the dimensions of strategic management practices notably: strategy implementation and strategy evaluation and control on the measures of business ethics comprising integrity and good corporate governance. This conclusion aligns with the views in the work of certain scholars that ethic be built into long-term plan (strategy) because it is one of the many factors that increase corporate performance as the public would like to identify and work with companies which have built ethics into their strategic management process. On the strengths of both the findings and conclusion, it is recommended that global satellite mobile telecommunication companies in Nigeria should pursue their strategies bearing in mind the ethical implications of their strategic actions on their corporate reputation, the strengthening of customer/public confidence in their products and/or services coupled with attendant loyalty and command of the respect of the general public which perceive them as good corporate citizens.

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Research Questionnaire

Section A: Demographic Data

Please tick (√) as appropriate or state the right response in the spaces provided:

14. Name of your business and address ……………………………………………………………………………………………… ……………………………………………………………………………………………………
15. Your age ranges from (a) 21 – 25 years ☐ (b) 26 – 30 years ☐ (c) 31 – 35 years ☐ (d) 36 – ☐ years (e) 41 – 4☐ years (f) 46 years and ☐ above
16. Your marital status: (a) Married ☐ (b) Single ☐ (c) Divorced ☐ (d) Widow ☐ (e) Widower ☐
17. Years of operation: (a) 1- 5 years ☐ (b) 6- 10 years ☐ (c) 11 – 15 years ☐ (d) 16- 20 years ☐ (e) 2☐25 years
18. Level of education: (a) First School Leaving Certificate (b) School Certificate/G. C. E. (c) B.Sc./B.A. (d) M.Sc./MBA, (e) PhD.
19. State some of your products and/or services………………………………………………. ……………………………………………………………………………………………………

Section B: Relationship of Strategic Management Practices and Business Ethics.

Please tick (√) the options: strongly agree (SA), agree (A), neutral (N), disagree (D) or strongly disagree (SD) against each of the following statements that best describe your opinion where: strongly agree = 5 points, agree = 4 points, neutral = 3 points, disagree = 2 points, strongly disagree = 1 point.

S/No.	**Statement Items**	**SA** 5	**A** 4	**N** 3	**D** 2	**SD** 1
	INDEPENDENT VARIABLE: DIMENSIONS OF STRATEGIC MANAGEMENT PRACTICES (SMP)					
	Strategy Implementation					

1.	Our corporate strategy, policy formulation and execution are well intended and are often successfully carried out.					
2.	Our company devotes adequate attention to corporate culture and resources in strategy implementation.					
3.	Our corporate leaders install appropriate structure to drive strategy implementation in our company.					
4.	Our management puts in place competitive compensation package to attract capable hands and encourages employees' involvement in and commitment to implementation if chosen strategy in our company.					
5.	Our company builds excellent managerial behaviours especially strategic leadership to give impetus to strategy implementation in our company.					
	Strategy Evaluation and Control					
1.	Our company has effective and systematic method of reviewing and evaluating strategies andstrategic decisions of top managers upon implementation.					
2.	Our company encourages the participation of both management and employees in the review and evaluation of implemented strategies as well as staff performance generally.					
3.	Our company uses relevant information to carry out the review and evaluation of practices and strategies implemented on continuous/annual basis.					
4.	Our company ensures the variances noticed during evaluation of implemented strategies are noted and promptly corrected to better future strategy implementation and accountability by all concerned.					
5.	Our company ensures that the lessons gained from strategy evaluation process are communicated to stakeholders to serve as experience curve in improving future strategy implementation.					
	DEPENDENT VARIABLE: MEASURES OF BUSINESS ETHICS					
	Integrity					
1.	Our company installs whistle-blowing mechanism to promote prompt disclosure and report of actions likely to breach corporate integrity.					
2.	Incentives are also provided to encourage compliance with principles put in place to foster and enhance integrity.					
3.	Shareholders and investors also collaborate to positively influence our company's efforts to maintain integrity.					
4.	Customer/Client-supplier pressure puts our company's executives on edge to ensure compliance with integrity expectations.					
5.	Government enforcement which may result in black-listing or white-listing helps to ensure compliance with integrity demands.					
	Good Corporate Governance					
1.	Our company has corporate governance codes covering strategy, structure, system, style, staff, skills and share values which it applies and enforces.					
2.	Our company bench-marks to ensure its operations are in line with global best practices in terms of good corporate governance.					
3.	Our company's competitiveness is enhanced because of the governance mechanisms put in place.					
4.	Our company's governance mechanisms help to moderate or reduce unethical behaviours across board in relation to the formulation and implementation of corporate strategies.					
5.	Our company's governance posture makes for accountability by the all stakeholders especially the managers.					