

ARTICLE

## Business Ethics and Entrepreneurial Integrity in Building Customer Trust in Small Businesses

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### ABSTRACT

Business ethics and entrepreneurial integrity play important roles in building customer trust, particularly among small businesses that depend on direct and continuing customer relationships. This study examines how ethical conduct and entrepreneurial integrity contribute conceptually to trust formation and longer-term business continuity. A qualitative literature review was undertaken using relevant scholarly publications on business ethics, integrity, customer relationships, and small-business sustainability. The literature was examined through descriptive analysis and thematic synthesis. The findings indicate that honesty, transparency, fairness, accountability, and concern for customers provide ethical foundations for responsible commercial relationships. Entrepreneurial integrity reinforces these principles through consistency between business commitments and actual conduct. Reliable product information, fulfillment of promises, fair service, and effective complaint handling may reduce perceived transactional uncertainty and encourage confidence, loyalty, and enduring relationships. These practices are particularly relevant in digital commerce, where customers depend on online representations and reviews. The study offers a conceptual synthesis rather than empirical evidence of causal relationships and emphasizes the strategic importance of integrating ethics and integrity into everyday small-business operations.

### KEYWORDS

Business Ethics; Entrepreneurial Integrity; Customer Trust; Small Businesses; Entrepreneurship

### INTRODUCTION

Small businesses contribute substantially to economic activity by creating employment opportunities, generating income, and supplying goods and services. Digital technologies have expanded opportunities for these businesses to introduce products and reach customers through social media, online marketplaces, and other digital platforms. However, greater market access has also intensified competition. Customers evaluate not only price and product quality but also how businesses conduct their operations. Accurate product information, timely order fulfillment, transparent pricing, and responsible complaint handling can influence purchasing decisions (Saridawari, 2025).

In this environment, customer trust constitutes an important asset for small-business continuity. Trust develops when customers believe that entrepreneurs will honor their commitments and deliver products or services consistent with the information provided. Conversely, dishonesty, misleading claims, inconsistent product quality, service delays, and inadequate complaint resolution may undermine that confidence. The consequences can be particularly significant for small businesses because interactions between owners and customers are often direct and repeated. Accordingly, trust building requires more than effective marketing; it also depends on ethical and consistent business conduct.

Business ethics provides a normative foundation for commercial conduct that considers customer interests and other stakeholder concerns alongside profitability. Ethical practice encompasses honesty, fairness, accountability, transparency, respect for customers, and a commitment to consumer rights. In small businesses, these principles can be demonstrated through accurate disclosure of product ingredients and attributes, transparent pricing, avoidance of deceptive claims, consistent quality control, and fair customer service. Business ethics therefore concerns not only moral obligations but also the quality of relationships between enterprises and their customers (Sulistianingsih et al, 2025).

Entrepreneurial integrity is equally important. Integrity refers to alignment among an entrepreneur's values, statements, and actions. Entrepreneurs with integrity seek not merely to attract customers through promotional messages but also to sustain confidence through behavioral consistency. When a seller promises a particular product standard, delivery schedule, or service level, that commitment should be reflected in actual performance. If an error occurs, integrity involves acknowledging the problem and offering an accountable remedy. Repeated consistency of this kind can generate positive experiences and reinforce customer trust.

Customer trust may extend beyond an individual purchase decision to affect customer loyalty and business continuity. Customers who regard an enterprise as trustworthy may feel more secure when transacting and may be more willing to purchase again. In small-business settings, trust-based interactions can evolve into enduring relationships that benefit both parties: customers gain greater confidence in product and service delivery, while enterprises may strengthen retention and marketplace reputation. Business ethics and entrepreneurial integrity can therefore be understood as important relational resources supporting sustainable commercial relationships (Rasyid & Djakasaputra, 2025).

Although business ethics, entrepreneurial integrity, and customer trust have each received scholarly attention, they are frequently considered in separate streams of literature. Business ethics is commonly discussed as a set of moral principles guiding organizational conduct; entrepreneurial integrity is often associated with the characteristics and behavior of business owners; and customer trust is frequently examined through consumer behavior and relationship marketing. An integrated assessment is therefore needed to explain how ethical practices and entrepreneurial integrity may jointly support customer trust in small businesses, where relationships among owners, employees, and customers differ from those typically found in large firms.

Against this background, this article examines the role of business ethics and entrepreneurial integrity in building customer trust in small businesses through a qualitative literature review. It identifies ethical practices and manifestations of integrity relevant to everyday small-business operations, considers their relationship with trust formation, and discusses implications for loyalty and business continuity. The analysis advances a conceptual understanding of small-business performance in which success depends not only on profitability but also on honesty, accountability, behavioral consistency, and trustworthy customer relationships.

## **LITERATURE REVIEW**

### **1. Business Ethics**

Business ethics encompasses the values and principles that guide entrepreneurs toward responsible, fair, and accountable commercial conduct. It goes beyond formal legal compliance to address relationships with customers, employees, business partners, and

other stakeholders. In practice, ethical conduct includes truthful product communication, transparent pricing, honoring commitments, equitable service, and accepting responsibility when mistakes occur (Abdillah, 2024).

In small businesses, ethical conduct is closely connected with personal interactions between owners and customers. Owners frequently participate directly in production, marketing, service delivery, and complaint resolution, making their individual behavior particularly salient to customer perceptions. Honesty, accountability, and openness can create positive customer experiences. In contrast, inaccurate product descriptions, concealment of defects, or failure to address complaints can generate uncertainty and erode confidence.

Business ethics should consequently be viewed not only as a set of moral rules governing economic transactions but also as a foundation for constructive business-customer relationships. Consistent ethical practice can help establish a commercial environment characterized by transparency, fairness, and trustworthiness.

## **2. Entrepreneurial Integrity**

Entrepreneurial integrity refers to consistency among the values an entrepreneur professes, the commitments communicated to stakeholders, and the actions ultimately taken. An entrepreneur who demonstrates integrity seeks to conduct business in accordance with those values even when facing short-term pressure to maximize profits. Integrity is reflected in honesty, accountability, reliability, commitment fulfillment, and a willingness to acknowledge mistakes.

Integrity is particularly consequential in small enterprises because business reputation is strongly associated with the conduct of owners or managers. Product claims about ingredients or specifications should correspond to reality, just as promises regarding delivery, quality, or customer service should be honored. When performance falls short, integrity is demonstrated by acknowledging errors openly and seeking responsible solutions.

Integrity can also distinguish an enterprise focused solely on individual transactions from one committed to long-term relationships. Entrepreneurs whose actions consistently match their commitments may develop more favorable reputations, whereas discrepancies between promises and performance can disappoint customers and damage business credibility. Entrepreneurial integrity thus provides a behavioral foundation for relationships grounded in trust.

## **3. Customer Trust**

Customer trust is the belief that a business is dependable, capable of honoring its commitments, and willing to supply products or services consistent with reasonable expectations. Trust is essential because commercial transactions involve uncertainty, and customers may be unable to evaluate product quality fully before purchasing. They therefore rely on available information and previous experiences to judge whether a seller deserves their confidence (Khan & Mohamadali, 2023).

Customer trust may develop through truthful communication, consistent quality, service competence, information transparency, and accountable problem resolution. Repeated positive experiences can strengthen customers' confidence in an enterprise. Conversely, negative experiences—particularly deception and broken promises—can weaken that confidence.

For small businesses, customer trust is strategically relevant because continuity often depends on repeat purchases and favorable word-of-mouth recommendations. Trust may also reduce perceived uncertainty in digital transactions, where buyers and sellers do not necessarily interact face to face.

#### **4. Small Businesses**

Small businesses form an important part of local economic activity. Compared with larger enterprises, they typically operate with more limited capital, labor, technological capabilities, and market reach. Nevertheless, their direct access to customers and flexibility in service delivery can provide distinctive advantages, enabling entrepreneurs to better understand specific customer needs.

These characteristics make ethics and integrity particularly important. Where organizational structures are relatively simple, the owner's or manager's conduct can become closely associated with the identity of the enterprise. Customers consequently assess not only the product purchased but also the behavior and credibility of the person responsible for the business.

Increasing competition, including competition through digital channels, requires small businesses to manage their reputations and customer relationships carefully. Promotion may encourage an initial purchase, but trust and satisfactory experience can support more enduring relationships. Small-business management should therefore incorporate ethical considerations rather than focusing exclusively on sales and profits.

#### **5. Business Ethics and Customer Trust**

Business ethics is closely connected to customer trust formation. When entrepreneurs act honestly, transparently, fairly, and responsibly, customers gain reasons to regard the enterprise as trustworthy. Accurate representations of product quality, clear prices, and willingness to receive and resolve complaints are practical behaviors that may strengthen positive customer perceptions.

This relationship can be understood through the customer's transactional experience. A customer initially purchases based on information provided by a seller. If the delivered product corresponds to that information, the experience may reinforce confidence, especially when similar outcomes occur repeatedly. Conversely, discrepancies between representations and actual product characteristics may cause disappointment and reduce trust. Ethical conduct can therefore make transactions feel more dependable by shifting customer evaluation beyond the immediate value proposition to the quality of the seller-customer relationship.

### **MATERIALS AND METHODS**

This study adopts a qualitative approach using a literature review to examine business ethics, entrepreneurial integrity, customer trust, and their interrelationships in small-business settings. The review draws upon previously published scholarship rather than interviews, surveys, or direct observation. Relevant academic works were identified, selected, read, and analyzed to develop a conceptual synthesis of the research problem.

The study draws on secondary sources, including scholarly journal articles, academic books, conference proceedings, and other relevant publications addressing business ethics, entrepreneurial integrity, consumer behavior, customer trust, and small enterprises. The source manuscript identifies Google Scholar, ScienceDirect, the Directory of Open Access Journals (DOAJ), and other scholarly outlets as literature-search resources. Priority was given to relevant recent publications, particularly those published within the previous five years, while foundational works could be considered when needed to clarify major concepts.

The review process involved literature identification, screening, classification, and synthesis. Search terms included business ethics, entrepreneurial integrity, customer trust, small business, small enterprises, and ethical entrepreneurship. Candidate publications were selected according to their relevance to the research objectives, topical fit, source quality, and usefulness for explaining the concepts under examination. Publications unrelated to the central relationship among business ethics, integrity, customer trust, and small-business operations were not prioritized.

The analysis combined descriptive interpretation with thematic synthesis. The selected works were examined critically to identify key concepts, arguments, findings, similarities, and differences. The material was organized around business ethics and its principles, entrepreneurial integrity, customer trust formation, small-business characteristics, the relationship between business ethics and trust, and the relationship between entrepreneurial integrity and trust. These themes were compared and synthesized to produce an integrated account of potential trust-building mechanisms.

The credibility of the conceptual analysis was addressed through attention to source relevance and scholarly quality and through comparison of findings from different publications. Convergent findings were used to develop the discussion, while divergent perspectives were considered in relation to the contexts and research emphases of the respective studies. The results were presented narratively rather than as estimates of statistical relationships.

Overall, the reported procedure progressed from defining the research focus and search terms to identifying and selecting literature, organizing themes, comparing evidence, synthesizing interpretations, and drawing conclusions. The approach was intended to clarify how business ethics and entrepreneurial integrity may contribute to customer trust and the longer-term continuity of small enterprises.

## RESULTS

The thematic review identifies an interconnected set of propositions concerning ethical business practices, entrepreneurial integrity, customer trust, and small-business continuity. The synthesis is organized around ethical customer relationships, behavioral consistency, trust formation through repeated experience, the complementary roles of ethics and integrity, trust as a relational resource, and ethical conduct in digital commerce. These findings represent interpretations of the reviewed literature rather than results from newly collected primary data.

### 1. Business Ethics as the Foundation of Customer Relationships

The reviewed literature positions business ethics as a foundation for relationships between small enterprises and their customers. Recurring principles include honesty, openness, fairness, accountability, and concern for customer welfare. These principles become

meaningful when they are enacted during ordinary commercial transactions rather than remaining abstract statements of intent.

Honesty requires alignment between product descriptions and actual product characteristics. Transparency involves clear disclosure of prices, quality, transaction terms, and other relevant information. Accountability is evident when a seller accepts responsibility for customer problems and provides appropriate remedies. Such practices can reduce uncertainty and support confidence during commercial interactions.

Their practical importance may be especially pronounced in small businesses because customers often communicate directly with owners or managers. The owner's conduct can therefore shape broader assessments of the enterprise, making the quality of everyday interactions central to business credibility.

## **2. Entrepreneurial Integrity and Behavioral Consistency**

Entrepreneurial integrity emerges as a further element in the development of customer trust. It is expressed through alignment among promises, stated values, communication, and actual behavior. Customers require more than persuasive information during an initial purchase; they also seek evidence that commitments will be fulfilled consistently.

Integrity can be demonstrated by honoring commitments concerning product quality, pricing, delivery, and service standards. If mistakes occur, acknowledging them and providing responsible solutions may signal that the entrepreneur remains dependable even under unfavorable conditions.

Conceptually, integrity connects ethical principles to their behavioral implementation. Ethics provides guidance concerning what ought to be done, whereas integrity reflects consistency in acting upon that guidance. Accordingly, stated ethical values alone are insufficient when behavior does not correspond to them.

## **3. Customer Trust Through Consistent Experiences**

The synthesis indicates that customer trust develops through repeated interactions and accumulated transactional experience. Promotional claims alone do not establish trust; customers also assess whether businesses meet expectations and honor commitments during actual exchanges.

Relevant dimensions include reliability in fulfilling promises, honesty in communication, consistency of product quality, service competence, and responsibility in resolving problems. Positive and consistent experiences may gradually increase confidence in the seller.

Conversely, trust may decline when products differ from their descriptions, actual charges deviate from advertised prices, or customer complaints remain unresolved. Such discrepancies illustrate the importance of observable performance in evaluating business credibility.

## **4. Complementary Roles of Ethics and Integrity**

The thematic findings suggest that business ethics and entrepreneurial integrity function as complementary elements in customer trust formation. Ethical principles establish

expectations of honesty, fairness, responsibility, and transparency, while integrity supports consistent adherence to those expectations. These values are translated into actions through accurate information, reliable commitments, fair treatment, and effective complaint resolution. Over time, such experiences may strengthen customer confidence. In this interpretation, trust cannot be attributed solely to marketing effectiveness; it is also associated with sustained ethical conduct.

## **5. Trust as Social Capital for Small Businesses**

Customer trust may operate as a form of relational or social capital supporting small-business continuity. Compared with large firms, small enterprises frequently have fewer financial, technological, personnel, and promotional resources. Positive customer relationships can therefore become an important source of resilience and market presence.

Trust may encourage repeat purchasing, continued engagement, and favorable word-of-mouth referrals. Recommendations from satisfied customers can extend market reach without requiring substantial promotional expenditures. Consequently, the possible benefits of ethics and integrity extend beyond individual transactions to the maintenance of longer-term customer relationships.

## **6. Ethics and Integrity in Digital Business**

Digital technologies create an additional context for ethical conduct and entrepreneurial integrity. In social-media and online-marketplace transactions, customers often cannot inspect products physically before purchase. This increases the relevance of accurate descriptions, representative product images, transparent pricing and additional charges, and reliable delivery information.

Online reviews and customer experiences also shape digital business reputations. Favorable experiences can enhance credibility, whereas negative accounts may spread quickly among prospective buyers. Entrepreneurial integrity therefore matters in both face-to-face transactions and digital communications. Digitalization does not diminish ethical obligations; rather, heightened information visibility and rapid dissemination can make ethical consistency even more consequential.

## **DISCUSSION**

The literature review suggests that business ethics and entrepreneurial integrity are closely associated conceptually with customer trust in small businesses. Business success depends not only on product quality and profitability but also on the relationships entrepreneurs maintain with customers. Customers seek reliable information about quality, price, service, and the fulfillment of commitments. Honest, transparent, accountable, and consistent conduct can provide experiences on which trust may develop. Customer trust is therefore best understood here as a relational outcome associated with repeated ethical interactions (Pernando et al, 2024).

In small-business settings, business ethics should not be treated as an abstract set of moral rules detached from daily operations. Honesty entails accurately describing products, avoiding exaggerated claims, and clearly communicating prices. Accountability similarly extends beyond completing a sale to addressing situations in which products or services fail to meet agreed expectations. From a relationship-marketing perspective, such behavior

signals consideration for customer interests. Repeated ethical conduct can reduce transaction-related uncertainty and provide a more reliable basis for customer confidence.

The importance of entrepreneurial integrity further indicates that ethical commitments must be reflected in observable behavior. An entrepreneur may publicize positive values, but customer confidence is unlikely to develop when actions contradict promises. Customers assess credibility through experience: whether product quality is maintained, services are delivered as agreed, and mistakes are resolved responsibly. Integrity can thus be understood as the behavioral expression of ethical principles. Ethics identifies appropriate conduct, while integrity demonstrates the entrepreneur's continuing commitment to that conduct.

The relationship among ethics, integrity, and trust can be interpreted as an iterative process of customer evaluation. Customers initially obtain information from sellers, promotional communications, recommendations, or previous transactions. They subsequently compare those representations with actual performance. Consistency may strengthen confidence, whereas discrepancies can generate doubt. Trust consequently requires behavioral evidence rather than communication alone. Repeated alignment between ethical commitments and real transactions provides a stronger basis for judging a business to be dependable.

The direct nature of owner-customer contact can make integrity especially salient in small enterprises. Business owners may personally manage product offers, order fulfillment, service provision, and complaint resolution. Their responsiveness, openness, honesty, and accountability can therefore shape the enterprise's identity in customers' eyes. Conversely, inconsistent conduct may adversely affect reputation. In this setting, ethics and integrity are not exclusively internal governance concerns but attributes observable through everyday customer interactions.

Trust grounded in ethical conduct may also support longer-term business relationships. Customers who experience dependable service may become more willing to engage in future transactions, recommend the business to others, and maintain a continuing relationship. This possibility is particularly important where small enterprises cannot match the promotional budgets, technologies, or capital resources of larger competitors. Relationship quality can offer a complementary basis for sustaining market participation beyond price competition alone.

Digital commerce intensifies the relevance of ethical transparency. Online buyers often rely on product photographs, descriptions, customer reviews, and remote communication rather than direct inspection. Sellers should therefore avoid misleading imagery and descriptions, disclose prices and availability accurately, and communicate delivery conditions clearly. Responsiveness to questions, criticism, and complaints also constitutes part of ethical digital service. Integrity is demonstrated when accurate information and responsible service are maintained even in challenging interactions.

From a broader perspective, ethics and integrity may constitute intangible resources for small businesses. Such resources take the form of reputation, customer relationships, and accumulated confidence rather than financial or physical assets. Their economic relevance arises from the potential to support continuing customer relationships. Investments in truthful communication, reliable commitments, responsible service, and openness about errors can therefore be understood as investments in long-term business credibility.

Nevertheless, business ethics and integrity should not be viewed as short-term promotional devices. Customer trust is dynamic and may deteriorate when subsequent behavior contradicts prior commitments. Consistency is therefore necessary not only to establish trust but also to maintain it. Ethical expectations should be integrated into routine practices

across purchasing, production, marketing, sales, service delivery, and complaint handling, rather than activated only when a problem emerges.

Taken together, the conceptual synthesis suggests that business ethics provides standards of honesty, fairness, transparency, and accountability, while entrepreneurial integrity helps ensure their consistent realization. Ethical and dependable behavior can create positive experiences that contribute to customer trust, with possible implications for repeat purchases, enduring relationships, and business continuity. These links should be understood as conceptual propositions drawn from prior literature rather than causal effects demonstrated by the present study. Building trust in small businesses thus extends beyond marketing strategy to the sustained quality of ethical relationships.

## CONCLUSIONS

This qualitative literature review concludes that business ethics and entrepreneurial integrity are important conceptual foundations for developing and maintaining customer trust in small businesses. Ethical conduct expressed through honesty, transparency, fairness, accountability, and concern for customers can support responsible commercial relationships. Entrepreneurial integrity reinforces these principles through consistency among statements, promises, and actions. Repeated positive experiences, particularly when delivered products and services match prior commitments, provide a basis on which customers may develop confidence in a business.

The synthesis also indicates that trust may be relevant to small-business continuity through reduced transactional uncertainty, repeat purchasing, favorable recommendations, and enduring relationships. In digital markets, accurate product information and consistent service remain especially important because customer experiences can circulate rapidly across online platforms. Small businesses should therefore integrate ethics and integrity into routine operations as foundations for reputation, trust, and longer-term viability, rather than treating them solely as instruments for immediate sales.

## RESEARCH LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

This review is limited by its reliance on previously published literature and by the absence of original customer- or entrepreneur-level data. Its qualitative synthesis identifies plausible connections among ethical business practices, entrepreneurial integrity, and customer trust, but it cannot establish causality or quantify the magnitude of these relationships. Furthermore, the source manuscript does not report a reproducible search string, a complete search timeframe, records screened, or a formal methodological appraisal of included studies. The synthesis should therefore be interpreted as a narrative and thematic literature review, not as a systematic review or meta-analysis.

Future research could examine these conceptual relationships empirically in small-business settings across industries and regions. Surveys and longitudinal designs could test whether perceived integrity, transparent communication, responsible complaint handling, and service consistency predict customer trust, loyalty, and repeat-purchase intentions. Qualitative case studies could investigate how owners respond to ethical dilemmas in face-to-face and digital transactions. Comparative studies could also assess whether the relevance of specific ethical practices varies with business size, platform dependence, and market conditions. More transparent review protocols and critical appraisal procedures would strengthen subsequent evidence syntheses.

## CONTRIBUTIONS

This study contributes to the conceptual understanding of customer trust in small businesses by integrating business ethics and entrepreneurial integrity within a common analytical perspective. Theoretically, it highlights honesty, transparency, fairness, accountability, and consistency between promises and actions as related foundations of customer confidence. Practically, it underscores the importance of applying ethical principles to service delivery, product communication, pricing, commitment fulfillment, and complaint handling. The synthesis also identifies issues for future empirical inquiry into the relationships among ethical conduct, entrepreneurial integrity, customer trust, and small-business continuity in digital markets. These contributions are conceptual and do not constitute an empirical test of the proposed relationships.

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## CONFLICTS OF INTEREST

The authors declare no conflicts of interest.

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