

PERSONAL INTEGRITY AND LEADERSHIP

Antonius Gea

Character Building Development Center, Bina Nusantara University
Jl. Kemanggisian Ilir III No. 45. Kemanggisian, Palmerah, Jakarta Barat, 11480
antoniusgea@binus.edu

ABSTRACT

Generally, integrity is associated with leadership, especially in the organization or company. Integrity in leadership becomes a growing concern in business and organizations. The aim of this study was to find out the connection that could be shaped between personal integrity and the skill of leadership especially in the performance of work. This study used a library research, a literature study that done by using the available resources and relevant literature, related to the topic being discussed by the author. Books or journal articles related to topics were used as background reading to understand well about the problems of integrity and leadership, especially in the organization or company. This study finds out that the leader integrity is related to follower work role performance and that this effect is fully mediated through follower affective organizational commitment.

Keywords: *personal integrity, leadership skills, work performance, effective leadership.*

INTRODUCTION

Effective leadership is expected to take place within an organization or a company headed by a leader chosen through a selection process. When a person whom to believe holds the top leadership in an organization, this will be raising the hope that the effective leadership will be taken place in the organization, and will bring the organization on achieving encouraging results. But how do we predict and affect the success of achievement of that result? In many organizations, this is an important issue. CEOs who graced the cover of *Fortune* and *Forbes* write many books about leadership, but many leaders of their choice turned out to be a failure. This has raised the question about the ability of top leaders to make accurate predictions about leadership succession planning. Many of them also previously very reliable because they have an amazing track record but feel embarrassed when finally became CEO (Pratch, 2012).

In many places, there are generally two main ways to find candidates for senior management; that is management positions filled by candidates from within the company itself, or a services-search firm recommends a candidate from outside. General Electric is an example of the first choice. Its CEO always comes from the top ranks of the corporate environment itself. As for the second option (candidates coming from outside), the clear example is the double search conducted by Spencer Stuart and Heidrick & Struggles who find CEO for IBM, which is able to repair the damage and change the corporate culture. The last perspective, Louis V. Gestner, became CEO in 1993. He showed a very brilliant performance, led the IBM into the 20th century and oversaw the next succession process (Pratch, 2012).

What happens then is not always consistent with earlier predictions. From the results obtained over the past ten year's observations, there are other different results. For example, the successful prediction made after a search agency or labor provider recruit George Fisher to be a Kodak leader.

The Fisher terrific leadership at Motorola was considered that making him the ideal candidate for Kodak, repositioning of the film-based images to the full-spectrum technology. The results are not in accordance with previous predictions. Allegedly that important information is not considered as a thing to be taken into account when Kodak was making decisions.

In an internal recruitment process, general character, capability, and the performance of an executive who will be promoted already known to many. Also when the executive headhunter agencies present candidates to the user, they have done an interview with the candidates, checked references and secretly find many things about the candidate related to professionalism. However, none of the selection process (inside and outside) can adequately predict future performance of the leader. The past performance's assessment immediately considered as a correct prediction for the subsequent success by ignoring the terms of the individual ability and situational factors. It is very often that the hiring decision is made without making a distinction between executive successes with the matters related to the context that contributed to its success.

From the various factors that influence the success in providing leadership, the personal integrity possessed is generally a key factor. The integrity that visible in behavior is important because of the kindness, and the good name of the organization is the effect on the integrity possessed. The integrity that is increasingly visible in the management of the organization will encourage the development of confidence (trust) and increase the commitment. Instead, the organization will be broken when the action of leaders are not in line with what they say, especially with regard to issues and ethical action, such as caring and honesty which they have always propounded. Integrity is the level of acceptance of a matching between the values expressed through words and what is shown in action. Behaviors that demonstrate integrity are the degrees to which people believe that the organization and leadership in them presenting themselves and the values that they profess accurately in the communication that they do. Integrity behavior includes the thing where a leader does what he has to say, and vice versa, said what he did (Gamble, 2010).

METHODS

This study is a library research, a literature study that is done by using the available resources and relevant literature, related to the topic being discussed. Books or journal articles related to topics are used as background reading to understand well about the problems of integrity and leadership, especially in the organization or company. Readings from a variety of sources being used, the authors have finally developed this scientific paper, including entering respond or critical comments that the author mentioned in various parts of the writing, especially in the conclusions.

RESULTS AND DISCUSSIONS

Good leadership is a fundamental factor in an effective organization. Leadership is an integral part of every aspect of the organization (Philip, 2013). In general, the success of the organization to achieve its objectives is closely related to two important things that are its leaders and members. The leader is the liaison between the past and the future vision of the organization on how to improve quality. Integrity establishes a more effective organizational leadership. To assess the integrity of leadership in the organization, Craig and Gustafson have developed a measurement tool called The Perceived Leadership Integrity Scale (PLIS). The tool is designed to measure the perception of integrity which contains questions about the leadership behaviors that can be observed by subordinates. This approach has made a separation between unethical behaviors with behaviors that

may be acceptable or reasonable. This instrument identifies unethical behaviors as the negative information that has a huge impact that creates a bad impression (Philip, 2013).

According to Baker and Craig (in McCann, 2009), studies leadership and ethics have received an increasing attention in academic research and popular media in the last decade due to the concerns over ethics problems in business. Baker (2006) has added that ethical leadership is found preferably by the organization and is profitable. While according to Kapstein (in McCann, 2009), the struggle to uphold the ethics of the company is spread across the world carried out by organizations which are motivated primarily by corporate social responsibility. Trevino et al., (in McCann, 2009) has examined previous research about the influence of leader's impact on the ethics programs of their organizations. This study finds that the leaders are out of touch and must tap into the information at the employee level by providing opportunities for leaders and employees to interact directly and regularly on ethics issues. Ethics needs to be a bottom-up phenomenon so that leaders can be aware of the perceptions of employees. The importance of the discussion of ethical issues as a manifestation of the integrity within the company can look in an analysis of recent writings that tended to support the concept of ethics as an important issue for the corporation of today (McCann, 2009).

There are many different views about the company. Some people see the company as belonging to the owner. Companies are things that you can buy and sell. They are commodities. The view is true, especially from a financial perspective. However, because the leader leads people rather than things, this view is not adequate for a conversation about the corporates integrity and leadership. The other people see the company as a corporate citizen, and it has become a rather popular view. This view sees the company as responsive to the community where they exist as a good citizen (Brown, 2006).

The latter view sees the corporate integrity and leadership from a civic perspective, which means that corporations are seen as members of civil society, corporate members are seen as citizens, and corporate decisions are guided by civic norms. Corporate integrity from this perspective requires that the communication patterns that constitute interpersonal relationships at work exhibit the civic norm of reciprocity and acknowledge the need for security and the right to participate. Since leaders are members of corporate relationships, their integrity will be determined by the integrity of these interpersonal relationships and by their efforts to improve them (Brown, 2006).

As organizations, corporations can also be seen as human systems that exist in larger systems and their role in these systems largely determines their purpose. As our various social systems have become more complicated and more threatening to the environment, this notion of a corporation's purpose has become more critical. In accordance with the view that the company as a corporate citizen, we begin doing ethics as citizens and that we see people at work as citizens and corporations as members of civil society. From a civic perspective, we can see that "Corporate Integrity and Public Interest" are not two spheres, but rather two containers where one contains the other. (Brown, 2006).

In the formal and informal discussions about leadership and organizational theories, the word *integrity* is often being used, but usually appears as a concept that is not so clearly defined and understood (Parry, 2002). That is not always clearly explained what a real sense of integrity itself. In many occasions, the word integrity is often described by using other terms that are associated with it. For example, in the existing literature, the words like integrity, honesty, and conscientiousness are often not distinguished and tend to be used as a term that can be exchanged without further information (Clarkson, 2009). People talk about honesty means talking about integrity, lengthy explanation about honesty interpreted voted on integrity. Integrity is always a personal integrity, a quality that is owned by someone who makes him bold to follow what he believes without being influenced by pressure from outside or others. Integrity is a whole self, not divided, not contaminated by the insistence of outside interests. In that sense, integrity is considered as the same as independence (Bauman, 2011).

Integrity is also seen as being embedded in the tradition of moral relativism where an understanding of the behaviors that are considered good or bad can vary between people, cultures, and times. In this case, there are many arguments can be put forward and make sense. Every age and every region have a different understanding of good and bad. All things associated with good and bad ratings must be returned to the view and understanding of the prevailing culture and never could be applied equally to all (Parry, 2002). Philosophically, relativism view like that can survive, but at least in practice it becomes problematic. There are things that are difficult to be accepted by common sense in understanding and view of relativism like that. The leadership of Adolf Hitler can be an extreme example. From what is apparent he did, there are quite a lot of people who agree that he lacks integrity. It is hard to find a moral justification for what he had done with the conscious and deliberate. However, the members of the Nazi era were perhaps the people who agreed that he had integrity. They all agree with what was done by Hitler. They do not hesitate in carrying out what is ordered by Hitler (Parry, 2002).

By looking at the limitations and the dangers inherent in view of relativism, then study now more support the definition of integrity as provided by Becker (in Parry, 2002) who has stated that integrity is the commitment in action to a morally justifiable set of principles and values. In this definition, the standpoint of moral justification on integrity is based on the universal truth rather than just to agree on a series of moral vision and values of individuals or groups. In today's understanding, the observation of members or subordinates to predict about whether or not ethical the leader's behavior is used to measure the integrity of the leader. It will be a big influence on how the passage of organizational life. The application of high standards of ethical behavior is a must in order to improve the fighting power of the organization in the long term.

According to Minkes (in Parry, 2002), the word integrity has an ethical connotation that related to the ethical conduct "ought" or "ought not" and not simply "must" and "must not". Therefore, other measures lie behind what is required by law or other measures that more emphasis on profit considerations. So, the integrity issue cannot be limited only to things that are visible or can be measured from the perspective of the points of law. Behaviors that can be observed and considered in accordance with the rules or the laws are not necessarily ethical. There are four squares associated with ethical and legal issues. An action can be assessed as a good thing in legal standpoint (legal), but otherwise, the same thing can be very unethical (unethical). By contrast, an action can be very good from the standpoint of ethics (ethical), but it does not well in the viewpoint of the law (illegal). While an action could be very well from a legal standpoint (legal) and simultaneously is also excellent in an ethical standpoint (ethical). There is also an action, both from a legal and ethical standpoint equally deemed not good.

Integrity in leadership is very important for a company to achieve goals. It is assumed that the person values leaders' holds will affect their corporate beliefs, behaviors, and decisions. Personal values are derived from what society considers appropriate. However, the dichotomy between personal values and the pressure of leadership could make meetings the company's expectations is difficult. Ethics or Integrity are a set of moral standards on what is good and right behavior. While social responsibility is the obligation of the organization to the best serving the community and the interests of stakeholders. The growth of unethical behavior has formed clear need to check the perceived leadership integrity. This behavior is a good indicator of the underlying ethical base of the leader and the organization (McCann, 2009).

The definition of leadership is almost as numerous as those who have tried to make that definition. The definition of leadership has been and continues changed. Rost (in Philip, 2013) has stated that the attempts to define leadership have been confusing, varied, disorganized, idiosyncratic, muddy, and according to conventional wisdom, quite unrewarding. Robbin and Coulter (in Philip, 2013) have said that the leadership is the ability to influence a group to achieve the goal. The sources of this influence can be formal such as that obtained from the ownership of the managerial rank within

an organization. Leadership requires a particular expenditure of personal effort and energy rather than just power relations. All leaders are actual or potential power holders. But not all power holders are leaders. The power can be very powerful instructing people to perform an action without a real commitment to the instructions. But without a genuine acceptance of instruction, success in carrying out the direction it is likely to be reduced. There are the variety of tasks related to leadership. According to Nollenberger (2006), the tasks that contain important aspects of leadership include envisioning goals, affirming values, motivating people, dealing with polarization, explaining and teaching, serving as a symbol, representing the group externally, and reaching out for new ways. Effective organizations generally have a goal that they want to achieve. The leaders help organizations to establish that purpose. The leader identifies and describes that value embraced by an organization and uses those values to give meaning and motivation to help achieve the goal.

A leader must have an individual talent and strength that are required for successful of the organization he leads. Philip (2013) has said that there are at least 10 qualities that make a real leader that based on behavior, culture, and dedication, namely (1) Being in the workforce, so that a leader can observe customer and employee issues, facility with employees, teach and reinforce values in both areas of the organization. (2) Building alliance is about respecting others, which help build a strong alliance at the personal and professional levels of the organization. (3) Persuade rather than coerce, is working with people while striving for achievement. (4) Honesty and integrity are the major factors that qualify someone as a leader in an organization. (5) Consistency and empathy help a leader add value and build trust, thus creating more efficient leadership. (6) Courage to face complexity is a personal base value, which tends to differentiate leaders on many levels. (7) Being a master of paradox cites how consistency will better qualify a person to become a leader. Handling pressure is a basic strength that increases organizational efficiency. (8) Goal setting with a results-oriented style reflects a leader's confidence and also improves trust. (9) Clear communication is a basic tool of effective leadership. (10) Influence and power, along with being a visionary, are fundamental traits for a leader.

Motivating people in an organization is very important to achieve the goal. Leading organizations without anyone followers is useless hard work. A leader must be able to deal with polarization and conflict within the organization to create the feeling as one community. A leader does this by acting as a teacher and coach for people who are under his/her control. A leader like artists, scientists, and the key is their own including their ability to determine their strengths and skills and develop it as far as possible. The ability to constructively utilize the conflict is an important aspect of leadership. Leaders do not avoid, suppress or deny the conflict, but rather see it or treat it more as an opportunity (Parry, 2002). A leader is a symbol of the organization to the outside environment. Effectively it represents the organization to the outside world and raises the image and the morale of the organization. And finally, a leader always finds a new way related to important issues to the success of the organization. Leadership tasks are interrelated but can be identified to differentiate functions. To understand these tasks, the leader needs to better understand the needs and goals of its followers.

In regard to the process whereby a person has good leadership skills, there are two popular myths about leadership. The first says that leadership is an inborn quality, while the second says that only a small part of those who learn and practice able to lead successfully. Following the second view, leadership is not contained in the genes and then inborn. It was not a secret code only for certain people. Leadership is not something that is associated with the position or status, but a series of skills and abilities that can be observed, which can be activated and used to transform challenging opportunities into remarkable success (Nollenberger, 2006).

Many researchers believe for the behavioral theories of leadership which says that there is a lot of leadership skills can be taught. Moreover Gardner (in Addie, 2006) has stated that the leader is not born with the characteristics and skills that are genetically pre-determined that they are the leaders. However, a person's environment can affect the development of the desire and skills to lead. Thus, the

performance of the upcoming leader is not specified, but may be enabled or accelerated by events and other influences. The potential to be a great leader can become reality through coaching. Environmental or educational institution (college) can help in preparing young people to take responsibility for leadership in the future. Coaching environment will give them the opportunity and the challenge to improve the leadership skills they have. The learning process and the challenges experienced by young people will embolden them to be leaders. Outside of the stages of leadership development, the leader or potential leader will be learning all the time of the incident and of a series of mistakes and their failure (Addie, 2006).

Associated with the practice of leadership, there are some theories have been developed over time. Gaines (2007) has discussed some of the main ideas. Contingency theory strengthens situational leadership, which argued that what is true in one situation will not be applicable in other situations. The behavioral theory emphasizes the managerial network, which focuses on the incorporation of attention on tasks and on people, an act that is considered to be effective in all situations. Transformational theory says that people will follow someone who could inspire them, have a vision and passion, and that makes things happen through the enthusiasm and passion. The originator of the theories above is Kouzes and Posner, the author of *Leadership Challenge and the Leadership Models*, known as "The Five Practices of Exemplary Leadership", which cover: (1) Model the way; leaders establish credibility, which is the foundation of leadership. Leaders worked hard to build a consensus on a set of general principles. Leaders then set the example by aligning their personal actions with shared values. (2) Inspire a shared vision; leaders believe that they can make a difference through energetic imagination to imagine the future. Leaders invite others into their vision with shared aspirations. (3) Challenge the Process; leaders are always looking for opportunities to change, grow, and improve. Leaders want to experiment and take risks to move to the next task. (4) Enable others to act; leaders foster collaboration by building trust and promote common goals. (5) Encourage the heart; leaders encourage the hearts of their followers to continue the task at hand. Leaders recognize individual contributions and celebrate the values and the success achieved by the team (Addie, 2006; Philip, 2013).

Good leadership will create a more effective organization. Theories of leadership have helped prepare the new generation of leaders who tend to be more successful in running the leadership. Burn (in Philip, 2013) has stated that leadership is one of the most observed and least understood phenomena on earth. However, theories of traditional leadership and the new style leadership are so much outstanding. Researchers find that the leadership style has significantly changed over the years. Leadership is a topic with a vast appeal, as most of the people are directly or indirectly, consciously or unconsciously, involved in the process of being influenced or influencing others in the role of leadership. People are always interested in knowing the components that contribute to making an ordinary person a great leader (Philip, 2013).

Leadership has always been challenging and certainly remaining so today. One could argue a lot whether the current leadership challenges is more and more severe than the challenges faced by tens or hundreds of years ago. But more important and urgent is actually talking about the difficulties and also the opportunity to be a good leader at this moment. James MacGregor Burns in his classic work, *Leadership*, begins his prolog with this statement, "One of the most universal cravings of our time is a hunger for compelling and creative leadership" (Henderson, 2007). Due to the leadership issue that increasingly complex and difficult to control external pressures, some authors of leadership theories have highlighted the importance of internal awareness of a leader, about who he really is. As Kouzes and Posner have stated that all serious leaderships always start from within (Kouzes, 2006). Yukl (in Henderson, 2007) name it as the internal locus of control leader. People with a strong internal locus of control orientation (called internals) believe that events in their lives are determined more by their own actions than by chance or uncontrollable forces. In contrast, people with a strong external control orientation (called externals) believe that events are determined mostly by chance or fate, and they can do little to improve their lives (Henderson, 2007).

The recent leadership theory has demonstrated that there are other benefits to being a leader with a strong internal orientation. The leaders of ancient times actually understand it. The internal locus of control clearly resonates with Socrates' ancient axiom, "Know thyself". Norton (in Henderson, 2007) has discussed how internal assertion that frequently used by Socrates calling it a "truths of self". In a newer leadership commandment, so-called "management of self" has suggested that the key to successful leadership has often been more about the deep understanding of one's interior landscape than a keen ability to respond to or manipulate an external landscape. That is what pushed Kouzes and Posner to assert that self-awareness is central to being a successful leader. On another occasion, Badaracco and Ellsworth conclude that outstanding leaders have sources of inner direction (Henderson, 2007). Based on that understanding, it can be concluded that leadership development is first and foremost the development of self. Becoming a leader begins with an exploration of the inner region as we seek to find our authentic voice. Leaders must decide what is the important in life before they can live a life that matters (Kouzes, 2006).

Associated with an emphasis on leadership patterns "oriented internal locus of control", Kouzes and Posner have stated that "authentic voice" and "a life that matters" is a direct benefit of an exploration of the inner territory. They continue, "Authentic Leadership does not come from the outside in. It comes from the inside out ... What they [constituents] want from us is that we be genuinely who we are (Kouzes, 2006). The benefits that derived from the leadership principle internal locus of control is in line with the Stephen Covey has stated that it is helpful in building a relationship, even though it is in a private context. When we start working from the inside out, we are able to build a relationship of trust and openness and resolve dysfunctional differences in a deep and lasting way that never could have come with working from the outside in. Many leadership writers suggest that with leaders are facing so much complexity and flux outside that the only way to find grounding is to search within (Henderson, 2007).

In the working world, the integrity is not just a matter of honesty, ethical, and moral issues that people do not lie or do anything immoral. Integrity is also related to performance and the achievement of good results that achieved by always uphold honesty and other moral values. The word integrity comes from the root word "integrated", which means that the various parts of the character and skills play an active role with us, which is evident from our decisions and actions (Clarkson, 2009). To be able to produce a good performance in the workplace, a person must have abilities such as honest, brave, powerful fighting spirit, build good relationships, good at organizing themselves, organized and planned well. Thus, there are various personal traits and certain capabilities that must be coupled with honesty and various other positive attitudes in order to produce what is called integrity. All these things will lead to success in the workplace. Therefore, regarding the competence in the field is also part of the integrity (Clarkson, 2009). Without the competence, it is difficult to demonstrate the integrity of itself, while competence alone will hardly be a good performance without the parts of the characters, which prompted him/her to be able to achieve good results and with a good way.

Career success and integrity run concurrently. Someone with integrity can show that they make ethical choices in their daily working lives. These people often come out as a winner in the true sense of the career competition. Those who have subordinates should be more active to inspire their subordinates. They actively promote integrity through their personal attitudes and actions, trust and commitment to the core values of the organization (Bauman, 2011). Bauman (2011) further said that integrity is a visible pattern where there is the similarity between the words and deeds. Or in other words, a reality in which a leader can be seen clearly that he/she did what he/she said. The important thing in terms of integrity is that in fact a leader keeps his/her promise and shows the values that he/she always respects.

What companies need to know to raise the possibility of a leader can perform effectively? There are two essential things need to be tested, the first is the core integrity of the executive in the overall context of the personality. The second is the active participation of the leader using a variety of

wide possibilities to treat various conditions and challenges. The ability to handle the problem is a key component of personality that adds accuracy of predictions about how a leader can perform under new leadership role, especially when the conditions of the future of a business cannot be foreseen (Pratch, 2012).

There are four elements that must be owned, that are (1) Integrity is the foundation for addressing the problem. This requires consistency of individual behavior in accordance with the values and ideals. Integrity is formulated in three levels, namely individual, interpersonal, and communal. When everything is integrated, it will produce a sense of integrity in two parts that transparency and accountability. Leaders with high integrity will maintain the consistency of this standard. While the leader who has a low integrity will behave selfishly and try to deceive investors, owners, shareholders, and employees. (2) Psychological autonomy gives someone the freedom to choose the most appropriate thing to do. Leaders who have a high psychological autonomy can be a respectfully express his/her opposition to the followers, colleagues, and superiors. They have the self-confidence to take unpopular but necessary measures and firmly against the doubts and disagreements. Meanwhile, those who have a low psychological autonomy succumbed to pressure from the outside. They are looking for a comfortable deal. (3) Integrative capacity is an ability that is formed inside, which is developed through the active face of a complex situation but with a similar attitude. A strong leader in this element will be aware of their emotions, motivations, and weaknesses. They have an openness of heart to receive input from a variety of sources. They gathered what they know about themselves and their situation to gain a deep understanding of the possibilities open to them. While the leader who has a low integrative capacity has poor focus, blinding them for information that is not consistent with their understanding or their limited world view. If they have only a little awareness about their motivation and their own mood, they will tend to misunderstand the motivations of others as well. They are likely to face the events one by one, fail to see the connection between all of them, and cannot extrapolate it into the future. (4) Catalytic coping is an ability to build up creative and effective solutions to overcome problems and take them out. A strong leader in terms of coping catalytic can anticipate and think through various options to solve any problems. They develop and execute detailed plans that have been made. If conditions change, they soon rethink their choice and adjust their plans. A weak leader in this element will give up in the face of adversity. If they devise a plan that generally is not deep, but they stick to it whether it is appropriate or not with ongoing circumstances. They may fail to take appropriate action in time or even they do nothing.

Previous research has confirmed that authentic leadership and behavioral integrity predict similar measures of follower performance through similar theoretical mechanisms. Authentic leadership has been demonstrated to drive follower affective organizational commitment, performance, and organizational citizenship behaviors through trust in the leader and identification with the leader (Walumbwa, 2008). Similarly, behavioral integrity has been demonstrated to drive follower performance and organizational citizenship behaviors through perceived trust in and satisfaction with the leader, and follower affective organizational commitment (Leroy, 2012).

Walumbwa et al., (2008) have identified and validated four components to describe authentic leadership. Self-awareness refers to demonstrating behaviors that indicate that leaders are aware of personal needs, preferences, motivations, and wants. Balanced processing refers to leader behavior that shows the leaders try to analyze relevant data before coming to a decision and that leaders are not afraid to solicit opposing views from followers. Relational transparency refers to presenting the leaders' authentic self, their true feelings, and thoughts to followers. Finally, internalized moral perspective refers to self-regulation that is guided by internal moral standards and values that result in behaviors and decisions consistent with these internalized values.

Simons (in Leroy, 2012) has defined leader behavioral integrity (BI) as the perceived pattern of alignment between the leader's words and deeds or, in other words, the extent that leaders are seen as practicing what they preach. Simons argues that there are several factors that drive BI. An important

determinant is an extent to which the leader does, in fact, keep promises and enact espoused values. Specifically, the actual alignment between words and deeds are argued to be an important driver of perceived alignment. Griffin et al., (in Leroy, 2012) has defined follower work role performance as proficient, adaptive, and pro-active work behaviors and argued that these behaviors are particularly effective in an uncertain work environment. Both the literature on behavioral integrity and authentic leadership have argued that leader integrity is especially important in a turbulent work environment. In a complex and highly volatile environment, it is important for leaders to offer stability by promoting clear directions and values for followers to identify with. In support of a positive relationship between leader integrity and follower work role performance, the previous research has indicated that authentic and leader behavioral integrity are related to follower performance and organizational citizenship behaviors (Leroy, 2012).

CONCLUSIONS

Personal integrity and leadership have a close connection. Leadership is based on the ability of personal integrity. Talk about leadership cannot be separated from the discussion of integrity and talk about integrity always does in connection with leadership. Integrity and leadership are two things that have always been together. Integrity is a commitment to action that is morally justifiable based on the principles and universal values. Understanding is not only limited to the understanding of moral relativism but a moral justification from an objective standpoint of integrity based on the universal truth rather than just to agree on a set of moral vision and values of individuals or groups. Integrity is the level of acceptance of the compatibility of values expressed through words and what is shown in action. Leadership is better understood as a result of the influence of the environment rather than as related to genetics. Thus, everyone is open to have good leadership skills. Ability and leadership skills can be honed, developed deliberately, well-planned, and enriched with a variety of experiences and events including errors and failures. Leadership is no relation to the position and status in society, but a series of skills and abilities that can be observed, which can be used to transform challenging opportunities into remarkable successes.

In the world of work, the concrete manifestation of integrity is a good performance. Integrity and skills run simultaneously, which leads to better performance. In the absence of competence or skill, then it is difficult to demonstrate the integrity itself, and vice versa, competence or skills without integrity will be difficult to form a good performance. Integrity actually manifests itself through the success achieved by leveraging the capabilities and skills.

Leaders, who remain true to the self in their behavior and are open and non-defensive in their interaction with others, will be perceived as walking the talk, delivering on promises, and aligning words and deeds. Authentic leadership is related to follower affective organizational commitment, fully mediated through perceptions of leader behavioral integrity. Authentic leadership drives follower identification with the organization because these leaders stay true to themselves, which facilitates their aligning of words and actions, making it easier for followers to trust the leader and identify with the leader as the organizational spokesperson.

The leader integrity is related to follower work role performance and that this effect is fully mediated through follower affective organizational commitment. In a turbulent work environment, leader integrity offers stability by offering followers clear values to identify with. This personal identification of the follower with the organization drives their willingness not only to promote a good image of the organization but also to adapt to changes and take the initiative to improve the overall effectiveness of the organization.

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