

PAPER NAME

**Prosiding INternasional 32 ICABP202213
9 - Reviewer ok(2).docx**

WORD COUNT

6002 Words

CHARACTER COUNT

34495 Characters

PAGE COUNT

9 Pages

FILE SIZE

86.0KB

SUBMISSION DATE

Nov 16, 2023 11:37 AM GMT+7

REPORT DATE

Nov 16, 2023 11:38 AM GMT+7**● 13% Overall Similarity**

The combined total of all matches, including overlapping sources, for each database.

- 12% Internet database
- 3% Publications database
- Crossref database
- Crossref Posted Content database
- 1% Submitted Works database

● Excluded from Similarity Report

- Bibliographic material
- Manually excluded sources
- Manually excluded text blocks

LEADERSHIP INTEGRITY MEASUREMENT: ONE OF THE PILLARS FOR SUPPORTING BUSINESS RESILIENCE

Adrian A Wijanarko¹, Iin Mayasari^{2*}, Handrix Chris Haryanto³, Agung Surya Dwianto^{4*}, Dewi Kurniaty⁵, Handi Sa'adah⁶, Iyus Wiadi⁷

^{1,2,3,4*,5,6,7} Faculty of Economy and Business, Universitas Paramadina, Jakarta, Indonesia

*Corresponding email: agung.dwianto@paramadina.ac.id

Abstract

The supporting factors for business resilience can be explained by various factors. One of the supporting factors is the aspect of leadership integrity. Leadership integrity is an enabler factor in the organization to be used as a reference in business activities. It is necessary to develop a leadership integrity measurement tool as a reference for assessing its contribution to the organization. The aim of this research was to develop a leadership integrity measurement tool based on local elements that were more holistic within the Indonesian context. This study applied both quantitative and qualitative approaches, using interviews for qualitative data collection and questionnaires or surveys for quantitative data gathering. Respondents in this study were Indonesian leaders who have certain characteristics from various organizations across industries. The number of respondents involved in this study was 100 respondents. The results of this integrity measurement tool were 41 questions that can be used as a guide in assessing the perceptual performance of institutional leaders and strengthening the dimension of integrity.

Keywords

Measurement, Leadership, Integrity, and Business Resilience.

1. Introduction

Leadership with integrity will support the creation of ethical leadership and leaders who consider the interests of all stakeholders. Previous studies have shown that there are 7 types of leadership that support ethical leadership. Those types are transformative leadership (Bass, 1999); charismatic leadership (Conger and Kanungo, 1988); and servant leadership (Zehir et al., 2014). Ethical leadership according to Trevino and Brown (2004) is a moral leader who demonstrates good character, honesty, reliability, responsibility, and good work standards. Krisharyuli, Hilman, and Ramdani (2020) state that the construction of ethical leadership is based on three factors: integrity, professionalism, and individual development. To measure ethical leadership, Kalshoven et al. (2011) developed a measurement with seven dimensions, namely people orientation, equity, power sharing, sustainability concerns, ethical orientation, role clarification and integrity. Gardner (2003) argues that leadership types, including charismatic ones, tend to ignore leadership with integrity. Bass (1990) also shows that transformative leaders only strengthen aspects of influence, inspiration, intellectuality, and respect for the individual. Parry and Proctor-Thompson (2002) argue that leaders with aspects of influence do not necessarily have integrity. Integrity leadership must be strengthened in order to create a good social order.

Research Mayasari et al. (2012) showed that integrity is required in leadership because 1) it can help entrepreneurs and individuals in the organization to form good morals, including by avoiding actions that are harmful to the public such as bribery, or the violation of personal interests; 2) to understand all risks and consequences along with the good and bad actions and put forward the view of utilitarianism as a major concern; 3) integrity will guide decisions to avoid corruption; 4) individuals can determine their attitude without being bound by anything that must be done as long as it is in accordance with the consciousness and value of integrity taking into account the emotional and human side. Analyzing the integrity aspect through understanding from various broader aspects will fundamentally support the creation of a leadership system within the organization which at the same time, reinforces important elements. It is important that a leader maintain integrity, because when trust and support from employees are low, it can have negative effects on the organization; on the other hand, if support and confidence in leadership are high, it can increase the productivity of the organization (Wei, O'Neill and Zhou, 2020). In addition, strengthening leadership integrity is manifested in organizational tools including culture, work values, work structures, and systems which will ultimately support a more optimal application of integrity. On the other hand, strengthening the value of

integrity in various dimensions will fundamentally create an ethical leader who will have implications for the entire institution. This ethical leader tends to be able to demonstrate consistency between attitudes and actions (Kannan-Narasimhan and Lawrence, 2012; Palanki and Yammarino, 2011; Simmons, 2002; Simmons, 2008; Kalshoven et al., 2011, and Engelbrecht et al., 2015; Liu and Wang, 2014), who will ultimately build stakeholder confidence and demonstrate good institutional performance overall (Eisenbeiss, et al., 2015). In the development of integrity literature, Vargas-Vernandes et al. (2013) also show that integrity can support future leadership, but there must be a holistic measurement to understand integrity.

This holistic measure has eclectic features that include organizational elements and organizational systems that support the effectiveness of leaders in managing an institution that is not based solely on the character of the leader. This measure is important for use as a parameter in assessing the performance of executives and institutions. The research questions in this study are as follows. 1) What elements can form the concept of leadership integrity? 2) How is the integrity of leadership measured? Measuring integrity by observing aspects of an organization's system and understanding psychological aspects will strengthen the integrity dimension. These measurable dimensions of integrity can be used as a guide to assess the performance of the institutions' perception managers. However, this aspect of perception will provide information to improve the performance of leaders to pay more attention to all behavioral consequences. In addition, these integrity dimensions can be achieved in the form of guidelines or guidelines that can become standards and the basis for evaluating employee performance.

2. Literature Review

According to Gosling and Huang (2010), integrity must be linked to community issues. Integrity must have an impact on the environment. The consistency of words, attitudes and actions is not only applied in a limited area, but also in the environmental system in which the individual is located. By making consistent words and actions for a thing in life, on the other hand, this coherence is also applied in life for example in ethical behaviour, by obeying regulations, by avoiding corruption, and by avoiding fraud.

2.1 The Definitive Dimensions of Leadership Integrity

Vargas-Hernández (2013) explains that leadership integrity can be effectively created if supported by a system of organizational management integrity. This capacity integrity system is based on the individual integrity and identity of the organization. The integrity of leadership will be strong if each element supports the other. Integrity literature strengthens the need to support integrity from personal to collective aspects, to organizations and even at the global level (Paine, 1997). Individual and organizational integrity is an interactive attitude because it takes care of the consequences of behaviour on all organizational (private) actors. Therefore, organisations must strive to create leaders who have integrity at all hierarchical levels, one of which is to include integrity criteria as an attribute in their evaluation system (Erkutlu-Chafra, 2020). Meanwhile, Choi, Yoon and Kim (2020) added that the integrity of a leader can have a positive effect on the existing work environment.

2.2 Individual Integrity

The dimensions that support individual integrity are:

- 1) Moral consciousness. This concept is the ability to feel and have sensitivity with regard to ethical issues that are relevant in decisions that have an impact on others. In decision-making, attention must be paid to the voice of people or other aspects of the organisation. The system sometimes blinds the eyes of the heart. However, with the moral sensitivity of the individual, it will lead to decisions that do not deviate from existing rules or code of ethics. The decisions taken will create many benefits for the stakeholders of the organisation.
- 2) Moral deliberation. The second component of process integrity relates to the ability to process and analyse a decision. The analysis of a decision must take into account the long term with regard to all the risks and consequences. This analysis is based on ethical arguments that can be interpreted fairly by all parties concerned.
- 3) Moral characters. Moral considerations become part of the character of an individual who can embrace a number of aspects of the mind, honesty, justice, common good, trust, compassion and aspects of concern to others. This moral character will influence any decision-making process by paying attention to its impact to pay attention to individuals who accept business decisions.

Formatted: Indent: First line: 0"

Formatted: Indent: First line: 0.39"

- 4) Moral conduct. Moral acts become something that other individuals can see and use as a reference. Moral acts become a business practice that is always used as a reference by everyone in the organization as a reference.

These four dimensions are to be incorporated into individuals and organizations. The four dimensions are taken into account in a commitment to act in accordance with an ethical framework. Integrity-based business activities will be characterized by good employee performance, a positive perception of the public, loyal customers, loyal investors, and positive financial performance.

2.3 Organizational Integrity

The concept of organizational integrity is rooted in Weber's bureaucratic thinking that there must be universal rules that provide individual certainty to make the job right. Added by Parry, Sarah and Proctor (2002), it is becoming increasingly evident that integrity, which is full of ethical standards, has become an obligation that must exist in an organization because integrity is an absolute requirement that is necessary for the survival of the organization. Therefore, for the future, organizations need leaders who have integrity with extraordinary skills, namely leaders who can read, predict and anticipate future "complexities", and are able to think about solutions, so that the organization remains relevant, with changes (Metcalf and Benn, 2013).

This concept of integrity strengthens the autonomy, competence, credibility of political institutions and labor efficiency in both public and private enterprises. Organizational integrity is a personal moral standard and relational value to outsiders. Organizational integrity focuses on kindness to others and strengthening the bonds between people in the organization. Organisational integrity creates standards to strengthen cultural cohesion for professional responsibility and competence in dealing with issues within the organization (Vargas-Hernández (2013). Kolthoff (2007) argues that organisational integrity is defined as a code of conduct related to moral values, standards, norms and rules accepted by all members of the organisation and stakeholders and that respect the commitment to provide services to all citizens. This integrity also includes consistency between the principles and actions that have been accepted by the community and that have become a common consensus. Organizational integrity is also strengthened in an ethical culture through open communication, interaction, acceptance of diversity, and dialogue in ethical thought. Organizational integrity also promotes a system that strengthens the fight against corruption.

3. Methods

This study was analysed qualitatively and quantitatively using two approaches. The qualitative research approach consists of interviews with experts to confirm measurement instruments and interviews on the use of these measuring instruments with executives in an institution. There are three experts working in state owned enterprise of Indonesia. The application of a quantitative approach focuses on testing measurement tools in the form of a questionnaire survey that is analysed using statistics. The analysis unit of this research is the individual. Individuals in this study may be leaders, colleagues, and subordinates. The individuals associated with the leader were used for early-stage interviews to confirm the dimensions of leadership integrity; while peer-related and subordinate-related individuals are used to validate indicators for each of the dimensions formulated.

The research conducted an interview with leaders; the leader has held at least the same position for at least 2-10 years from different industries. The consideration is that the individual can provide experience related to the aspects of integrity that are needed when completing his work, including in dealing with existing labor disputes. In relation to the validation of existing indicators, questionnaires are distributed in this research. The sample used is purposive. The sample selected is persons working in one company that have worked more than 5 years. The number of respondents required is 100.

The stages of instrument measurement and analysis in the initial stage are as follows. This research has compiled the main construction specifications for each assessment of leadership integrity dimensions by literature study. The elaboration of construct specifications was carried out through a study of documentation through a series of literatures related to previous research. In detail, the analysis of the development of this measurement instrument follows a series of procedures formulated by Churchill (1979). The procedure is as follows.

- 1) The first stage is to develop an action based on the study of the documentation. The initial stage of this research is aimed at developing a measuring instrument based on a review of the previous literature.
- 2) The second step is to perform purification by testing validity. The next stage, this research conducted a focus group with leaders to confirm the measuring instruments that had been developed in connection with the dimensions of leadership integrity.
- 3) The third stage is data collection through a survey. This stage is related to the distribution of questionnaires

Formatted: Indent: First line: 0.5"

containing measurement tools for the dimensions of leadership integrity. The selection of respondents for the data collection of individuals who work in a company has at least 2 years of work in the same company.

- 4) Stage 4, measuring the reliability of the data generated by the survey.
- 5) Stage five, data collection again by means of a survey based on the results of data reliability testing. This stage is related to the analysis of the content of the two-expert questionnaire.
- 6) Stage six, testing the leadership integrity variable with other variables.

The data analysis used in this research consists of two steps:

- 1) Data analysis from the focus group discussions was carried out through a reduction of the data: At this initial stage, researchers had to do two things, identifying units and making coding; b. categorization: this stage directs the researcher's efforts to sort out data that has been previously coded to be grouped according to the similarity of the meanings of the data; and c. Summary: At this stage, the researcher tries to find a link between one category and another.
- 2) Data analysis according to a quantitative approach is carried out by means of confirmatory factor analysis.
- 3) For nomological validity tests, a regression analysis is carried out. ▸

4. Results and Discussion

This integrity also includes consistency between the principles and actions that have been accepted by the community and that have become a common consensus. Organizational integrity is also strengthened in ethical culture through open communication, interaction, acceptance of diversity, and dialogue in the context of ethical thinking. The integrity of the organization also promotes a system that strengthens the fight against corruption.

Formatted: Indent: First line: 0.3"

- 1) What is the role of organizational integrity in raising the integrity of a leader?
- 2) Organizational integrity means that there is an integrity value contained in the vision and mission. The vision has a forward-looking direction that becomes the guide for the development of strategies for stakeholders. The vision should reflect the value of integrity and thus influence all policies formulated by the organization. The mission concerns what the company does and who its customers are. The mission must be based on the integrity aspect. Did this understanding describe the value of organizational integrity in the vision and mission?
- 3) Organizational integrity means developing a code of ethics that has the value of integrity. Organizations must develop an ethical code with the value of integrity. This Code of Ethics can be used as a guide to the day-to-day operations of the organization and is followed by all employees in the organization. Did this understanding describe the value of organizational integrity in the Code of Ethics?
- 4) Organizational integrity means being linked to recruitment policy. To recruit employees, personality tests must be conducted with an emphasis on integrity. Thus, the organization can obtain employees who work with a tendency to have a high value for integrity. Did this understanding describe the value of organizational integrity in recruitment policy?
- 5) Organizational integrity is linked to senior management. The elected leader must have the character of integrity because it will be a model and reference in the actions of employees who are in the management level below them. Did this understanding describe the value of organizational integrity associated with top management?
- 6) Organizational integrity is attached to the creation of a working environment. An integrity-oriented working environment will create a mutually supportive, collaborative working environment and avoid competitive conditions. Has this understanding been able to describe the value of organizational integrity in creating a work climate?
- 7) The value of integrity is associated with training on the value of integrity that must be performed regularly, the purpose of which is to ensure the resolution of ethical issues. This training must be carried out regularly to remind employees to always act ethically. Has this understanding made it possible to describe the value of organizational integrity in the formation of integrity values?
- 8) The value of integrity in the form of an audit of integrity. Each year, the organization carries out an audit to assess and monitor the occurrence of unethical behavior. Thus, there is a control mechanism on business activities. Has this understanding made it possible to describe the value of organizational integrity in the form of an integrity audit?
- 9) The value of integrity is attached to policies that require gender equality. Organizations must implement policies that always consider gender composition. This gender policy will have an impact on equal

participation in work and will emphasize the positive values of feminism. Has this understanding made it possible to describe the value of organizational integrity in the gender equality policy?
10) Are there other values of organizational integrity that can describe conditions at the state civil apparatus level?

The second step is to perform purification through validity testing and focus on the analysis of the validity of the content. To complete the content validity test, this study conducted interviews with leaders to confirm the measurement tools that have been developed related to the dimensions of leadership integrity. This interview involved five of employees working in banking, petrochemical, government sector, and service companies who occupy managerial levels to be asked for their opinions related to filling out indicators per dimension The results of the study show that all indicators of each individual and the organizational dimension of leadership integrity meet the validity of the content. Based on the Aiken test, all indicators comply with the content validity. The results of the evaluation of 2 experts on one topic in relation to the extent to which the point represents the construct of leadership integrity.

The third step is to collect data through a survey. This stage is related to the distribution of questionnaires with measuring instruments for the dimensions of leadership integrity. The selection of respondents for data collection of persons working in a company has at least 2 years of work in the same company. The number of respondents in this study was 100. Based on the validity test by exploratory factor analysis (EFA), it is known that data processing produces two factors that can be categorized into two aspects, namely, individuals and organizations. The factor load for each indicator is more than 0.3 in terms of both the dimensions of leadership integrity and the individual and organizational dimensions. Specifically for leadership integrity indicators with individual dimensions.

Step four, measure the reliability of the data generated by the survey. In testing the reliability using the alpha coefficient, the indicators used are only valid indicators. A total of 100 people responded to the study. The respondents who completed this questionnaire were those who worked in different sectors. The results showed that all integrity variables had an alpha coefficient of Cronbach of 0.7. Step five, perform data analysis by inviting experts. These experts consist of two persons to evaluate each indicator. In this final phase, the researcher examined a valid tool for measuring leadership integrity. This test is related to testing their relationship with other variables, namely relational engagement, trust and accountability. This test aims to analyze the nomological validity tests. Nomological validity is intended to prove the relationship between one variable and another. This study also measures the validity of leadership integrity. The results indicate that from 41 indicators, 3 indicators are not significant.

Gender demographics were collected, as many as 69 respondents or 69% came from the female group, while 31 respondents were from the men's group. As a result, the respondents in this study were dominated by women. An explanation of gender demography.

According to the demographics of the respondents, the age group surveyed shows that the largest number of respondents is 20-29 years old, with a total of 81 respondents or 81%. The second largest age group surveyed is in the 30-39 age group with a total of 15 respondents or 15 per cent. In the last position, four (4) respondents came from the 40-49 age group. From the 50-year-old or older group there are no representatives in the respondents collected. An explanation of the demographics by age is given in the table below.

Based on the demographic domicile of the respondents surveyed according to the domicile recorded on the identity card of the Republic of Indonesia, it was stated that the respondents were mostly from Java & Bali (Bali, East Java, DIY, Central Java, West Java, Banten, DKI Jakarta). The other 3 respondents came from outside Java & Bali. Two (2) respondents were from Sumatra (NAD, North Sumatra, West Sumatra, Bengkulu, Lampung, Riau Islands, Riau, Jambi, South Sumatra). There is one (1) respondent from Nusa Tenggara, Maluku & Papua (Papua, West Papua, Maluku, North Maluku, NTT, NTB). The declaration of domicile demography is attached in the following table. Based on the most recent education, it is stated that the frequency of respondents collected mainly comes from the last education group of Bachelors, which is 48 or 48%. The second group comes from the last school/gymnasium equivalent, with a total of 36 respondents with a total of 36%. The third-largest group came from the Academy/D1/D2/D3/D4/Vocation, namely 11 respondents or 11 percent (inconsistency of using %. Please choose either percent or %). The last group is from the graduate group, only 5 respondents.

Table 1. The Final Indicator for Leadership Integrity with Individual Dimension

No	Indicators	Validity Loading
Ind1	A leader is someone who has an aspect of sensitivity regarding ethical issues that have an impact on others.	0.432

Formatted: Font: 10 pt

Formatted: Centered

Ind2	In making decisions, a leader must pay attention to the voice of people or other aspects of the organization.	0.327
Ind6	Analysis of a decision must consider the long term with regard to all risks and their consequences.	0.629
Ind8	A leader needs to have a high spirit	0.613
Ind9	A leader needs to have honesty	0.332
Ind10	A leader needs to have a sense of justice	0.523
Ind11	A leader needs to prioritize the common good	0.452
Ind12	A relative leader needs to have compassion for others	0.635
Ind13	A leader needs to have concern for others.	0.606
Ind14	A leader shows trust in others	0.662
Ind16	Moral actions become a business practice that is always used as a reference by everyone in the organization.	0.583
Ind17	Can be a role model for the organization	0.768

Table 2. The Final Indicator of Leadership Integrity with Organizational Dimension

No	Indicators	Validity Loading
Org1	Organizations with integrity need the value of integrity contained in the vision and mission.	0.705
Org2	Organizations with integrity need to have a vision of future orientation that will serve as a guide in making strategies for stakeholders.	0.726
Org3	Organizations with integrity need to have a mission related to what the company does and who the company's customers are based on aspects of integrity.	0.695
Org4	Organizations must develop a code of ethics with the value of integrity.	0.582
Org5	This code of ethics can be used as a guide in carrying out daily organizational activities	0.707
Org6	The code of ethics needs to be followed by all employees in the organization.	0.699
Org7	Recruitment of employees must be subject to personality testing with a focus on integrity.	0.619
Org8	Organizations are expected to obtain employees who work with a tendency to have a high integrity value.	0.654
Org9	The elected leader must have a character of integrity as a role model.	0.724
Org10	The elected leader must have a character of integrity as a reference in the actions of employees.	0.772
Org11	Leaders show good role models.	0.747
Org12	The work climate of the organization must apply the value of integrity.	0.758
Org13	Working conditions need to support aspects of collaboration between departments.	0.706
Org14	There are times when the work climate supports competition.	0.565
Org15	Integrity value training needs to be done regularly.	0.798
Org16	Training programs need to prepare all employees to be able to solve existing problems.	0.832
Org17	The training program is one way to remind employees to always act according to ethics.	0.799
Org18	Every year the organization conducts an audit to evaluate the occurrence of unethical behavior.	0.801
Org19	Every year the organization conducts an audit to monitor the occurrence of unethical behavior.	0.821
Org20	There is a need for an integrity pact as a control mechanism for business activities.	0.817
Org21	There is a need for quality control and product assurance as a quality assurance mechanism.	0.790
Org22	There needs to be a policy that meets the requirements of gender equality.	0.436
Org23	Gender equality has implications for equal work participation.	0.470
Org24	Gender equality focuses on the positive values of feminism.	0.424

Formatted: Centered

This study also examines the relationship between leadership integrity and other variables. In this case, the researcher attempts to analyze the relationship between the integrity of leadership and each variable of relational commitment, trust and responsibility. Engelbrecht et al. (2015) analyzed the impact of leadership integrity on confidence. In this case, the measurement of leadership integrity uses the measurements developed in this study. The trust measures used are 1) I have no doubt about the trust of this organization, 2) I trust this organization, 3) I believe this organization can be trusted, and 4) being with this organization gives me a sense of security.

The aspects of accountability are also discussed in this study, especially in relation to leadership integrity. Research Nature et al. (2019) shows that certain aspects of leadership integrity can influence the formation of accountability. Accountability is the responsibility of individuals to account for all activities carried out, accept responsibility and convey work results transparently

According to the Descriptive Statistics Table, the accountability variable shows that the average respondent agrees with the accountability statement. With respect to trust, respondents agreed that they believe in the leader. The leadership integrity correlation table shows that the correlation between variables are significant. This is shown by each correlation of 0.35 between the leadership integrity variable and the individual and trust dimensions and 0.542

between the leadership integrity variable and the organizational dimension.

Tabel 3. Correlation of Leadership Integrity and Trust

		Trust	Individual integrity	Organizational integrity
Pearson Correlation	Trust	1.000	0.350	0.542
	Individual integrity	0.350	1.000	0.690
	Organizational integrity	0.542	0.690	1.000

Formatted: Centered

Tabel 4. Correlation of Leadership Integrity and Accountability

		Accountability	Individual integrity	Organizational integrity
Pearson Correlation	Accountability	1.000	0.601	0.787
	Individual integrity	0.601	1.000	0.690
	Organizational integrity	0.787	0.690	1.000

Formatted: Centered

The results of this study suggest that the integrity aspect of leadership will fundamentally support the creation of a leadership system in the organization that, at the same time strengthens other important elements. A governance system strengthened by integrity will direct all institutional resources to the extent possible to achieve the organization 's objectives and ensure that the organization 's objectives produce positive results for shareholders and stakeholders in general. The integrity of leadership has a holistic measure to understand overall integrity. This holistic measure has eclectic features that include organizational elements and organizational systems that support the effectiveness of leaders in the management of an institution, which is not only based on the character of the leader.

The results of this study point to two main dimensions that make up the measurement of leadership integrity and the development of measurement. A more holistic analysis of the elements will provide a broader understanding of the meaning of the integrity inherent in a leadership. This understanding of the meaning of integrity is strengthened by the development of measurements on each element that defines integrity. The developed measurement should be a parameter of the individual work of the conductor, so that it can become a target performance assessment (rephrase). This is in line with the results of the research conducted by Ete et.al (2022), which states that the integrity of a leader, demonstrated by his consistency in words and actions, has a very positive impact on the organization. It was further added that employees will closely monitor the behavior issued by the leader, and they are even more likely to "adopt" it. To improve the overall performance of the organization, the statement of values, rules and guidelines that are in possession is not sufficient without the ethical behavior of its leaders.

The development of integrity indicators, combined with the individual dimension of integrity, is based on moral awareness, moral deliberation, character, and moral conduct which shows as a balanced consideration, moral development, and a system that supports moral decision making (Petrick & Quinn, 2000). Individual decision-making in organizations will of course ignore subjective decisions. The integrity aspects of individuals will be a compass that will direct the morale of individuals to prioritize the achievement of organizational goals over personal goals.

Associated with leadership integrity indicators from the organizational side, leadership integrity at the organizational level is a personal moral standard and relational value with outsiders (simplify the sentence). This integrity focuses on kindness to others and strengthens the bonds between the people in the organization. The integrity of organizational governance creates standards to strengthen cultural cohesion in terms of professional responsibility and competence in dealing with issues within the organization (Vargas-Hernández (2013)). The integrity of organizational leadership can be supported based on the findings of research by Mayasari et al. (2012). The aspects that shape the integrity of leadership at the organizational level, namely the existence of the value of integrity as stated in the vision and mission; develop a code of ethics that has the value of integrity; the procurement policy; the top management; creating a working environment with priority given to the value of integrity; training on the value of integrity; Integrity checks and policies that always take into account gender composition.

5. Conclusion

This study shows that the integrity of leadership is a variable that has a multidimensional measure. According to Edwards (2001), the use of multidimensional constructions has a virtue, that is, construction has the power of theory to explain a phenomenon more broadly with various dimensions accompanying a construct. In research applications,

the application of multidimensional measurements aims at fulfilling criterion-related validity, particularly in the aspect of predictive validity. This application is used to predict overall behavior in the future.

The use of multidimensional variable for leadership integrity is important because you can know several things, namely:

- 1) The relationship between independent variables having multidimensional measurements and dependent variables will have a stronger relationship.
- 2) Measurements with multidimensional constructs show a higher reliability than measurements with one-dimensional dimensions.
- 3) Variables with multidimensional measurements have greater utility in explaining human behaviour than one-dimensional measurements.

Formatted: Indent: Left: 0.1", Hanging: 0.2"

As a pillar supporting the resilience of economic organisations, this research shows that the integrity of leadership can be measured multidimensionally by individual aspects and organizational aspects. In data analysis, each dimension can be used to test the leadership integrity variable. The measurement of the variable of leadership integrity in the organization has a formative measurement in which each indicator in each dimension cannot be exchanged because it does not have the same content, the same subject. If the researcher omitted an indicator, it would change the scope of the construct as a whole (Becker et al., 2013). The organization's resilience, supported by integrity aspects of leadership, can provide a first image for further research. The influence of the integrity of leadership in a broader context that applies to a broader industrial or commercial sector should foster a better generalization of research results. In addition, the leadership integrity variable can be analyzed using other variables such as organizational engagement and organizational performance.

References (12 font)

- Alam, M., Said, J. and Aziz, M.A. 2019. Role of integrity system, internal control system and leadership practices on the accountability practices in the public sectors of Malaysia. *Social Responsibility Journal*, 15 (7), 955-976.
- Bass, B. M. 1990. From transaction to transformational leadership: Learning to share the vision. *Organizational Dynamics* 18, 19–31. *Organizational Dynamics* 18, 19–31. [http://dx.doi.org/10.1016/0090-2616\(90\)90061-S](http://dx.doi.org/10.1016/0090-2616(90)90061-S)
- Bass, B.M. and Steidlmeier, P. 1999. Ethics, character, and authentic transformational leadership behavior. *The Leadership Quarterly*, 10(2): 181-217.
- Becker, J. M., Rai, A., and Rigdon, E. 2013. Predictive validity and formative measurement in structural equation modeling: Embracing practical relevance. Thirty fourth International Conference on information Systems. Milan: Research Methods and Philosophy
- Conger, J.A. and Kanungo, R.N. 1988. Charismatic leadership: The elusive factor in organizational effectiveness, San Francisco: CA.Jossey-Bass.
- Choi, Yongjun., Yoon, David.J., and Kim, Dongkyu. 2020. Leader Behavioral Integrity and Employee In-role Performance: The roles of Coworker Support and Job Autonomy. *International Journal of Environmental Research and Public Health*. 17, 4303
- Churchill G. A. 1979. A Paradigm for developing better measures of marketing construct. *Journal of Marketing Research*, 16, 64-73.
- Edwards, J.R. 2001. Multidimensional constructs in organizational behavior research: An integrative analytical framework. *Organizational Research Methods*, 4: 144-192.
- Engelbrecht, A.S., Heine, G., Mahembe, B. 2015. The influence of integrity and ethical leadership on trust in the leader. *Management Dynamics*, 24(1): 2-8.
- Erkutlu, H., Chafra, J. 2020. Leader's Integrity and Interpersonal Deviance: The Mediating Role of Moral Efficacy and The Moderating Role of Moral Identity. *International Journal of Emerging Markets*, Vol.15 No. 3.
- Ete, Z., Epiritropaki, O., Zhou, Q., and Graham, L. 2022. Leader and Organizational Behavioral Integrity and Follower Behavioral Outcomes: The Role of Identification Processes. *Journal of Business Ethics*, 176: 741-760.
- Gardner, W.L. 2003. Perceptions of leader charisma, effectiveness and integrity. *Management Communication Quarterly*, 16(4): 502-524.
- Kalshoven, K., Den Hartog, D. N., and De Hoogh, A. H. B. 2011. Ethical leadership at work Questionnaire (ELW): Development and validation of a multidimensional measure. *Leadership Quarterly*, 22(1), 51–69.
- Kannan-Narasimhan, R. and Lawrence, B.S. 2012. Behaviourial integrity: How leader referents and trust matter to workplace outcomes. *Journal of Business Ethics*, 111(2): 165-178.
- Krishayurli, M., Himan, F., dan Ramdani, Z. 2020. Ethical Leadership: Conceptualization and Measurement. *Journal of Leadership in Organizations*. Vol.2, No. 1, 1-17
- Liu, G. and Wang, X. 2014. Ethical leadership and Ba Ling: a survey on the perception of accounting interns in CPA firms. *Chinese Management Studies*, 8(4): 642-664.

- Mayasari, L., Wiadi, I., Maharani, A. and Pramono, R. 2012. Penerapan nilai integritas dan perspektif gender dalam perilaku beretika. *Jurnal Bisnis dan Ekonomi Kinerja*, 16(2): 153-179.
- Metcalfe, Louise and Bennis, Sue. 2013. Leadership for Sustainability: An Evolution of Leadership Ability. *Journal Business Ethics*, 112: 369-384
- Parry, K. W. and Proctor-Thompson, S.B. 2002. Perceived integrity of transformational leaders in organisational settings. *Journal of Business Ethics*, 35: 75-96.
- Petrick, J.A. and Quinn, J.F. 2000. The integrity capacity construct and moral progress in business. *Journal of Business Ethics*, 23: 3-18.
- Simmons, T., Friedman, R., Liu, L.A., Parks, J.M. 2009. The importance of behavioral integrity in a multicultural workplace. *Cornell Hospitality Report*, 8(17), 6-16.
- Trevino, L.K. and Brown, M.E. 2004. Managing to be ethical: debunking five business ethics myths. *Academy of Management Executive*, 18(2): 69-81.
- Vardi, Y., and Wiener, Y. 1996. Misbehavior in organizations: A motivational framework. *Organizational Science*, 7: 151-165.
- Vargas-Hernández, J.G., León-Arias, D., Valdez-Zepeda, A. 2013. Enhancing leadership integrity effectiveness strategy through the institutionalization of an organizational management integrity capacity systems. *Contemporary Legal and Economic Issues IV*
- Wei, Yinghong Susan., O'Neill, Hugh., and Zhou, Nan. 2020. How Does Perceived Integrity in Leadership Matter to Firms in a Transitional Economy?. *Journal of Business Ethics*. 167: 623-641
- Zehir, C., Mücceldili, B., Altındag, E., Ehitoglu, Y.S., Zehir, S. 2014. Charismatic leadership and organizational citizenship behavior: The mediating role of ethical climate. *Social Behavior and Personality*, 42(8):1365-1376

● **13% Overall Similarity**

Top sources found in the following databases:

- 12% Internet database
- 3% Publications database
- Crossref database
- Crossref Posted Content database
- 1% Submitted Works database

TOP SOURCES

The sources with the highest number of matches within the submission. Overlapping sources will not be displayed.

1	researchgate.net Internet	8%
2	Eirini Marina Mitropoulou, Leonidas Zampetakis. "Introducing the scr-O..." Crossref	<1%
3	digitalcommons.andrews.edu Internet	<1%
4	pjm.com Internet	<1%
5	eprints.unm.ac.id Internet	<1%
6	Sumarliyanti, Putu W. Handayani, Qorib Munajat. "Customer Loyalty in ..." Crossref	<1%
7	Guangyou Liu, Xiaohui Wang. "Ethical leadership and Ba Ling: a survey ..." Crossref	<1%
8	ro.uow.edu.au Internet	<1%

● Excluded from Similarity Report

- Bibliographic material
- Manually excluded text blocks
- Manually excluded sources

EXCLUDED SOURCES

paramadina on 2022-12-16	94%
Submitted works	
paramadina on 2022-12-01	94%
Submitted works	
paramadina on 2022-11-08	94%
Submitted works	
repository.paramadina.ac.id	93%
Internet	
paramadina on 2022-01-20	48%
Submitted works	
paramadina on 2022-05-12	48%
Submitted works	
scitepress.org	47%
Internet	

EXCLUDED TEXT BLOCKS

Proceedings of the 1st International Colloquium on Accounting and BusinessPera...
 paramadina on 2022-07-21

LEADERSHIP INTEGRITY MEASUREMENT: ONE OF THE PILLARSFOR SUPPORTIN...
 www.researchgate.net

Proceedings of the 1st International Colloquium on Accounting and BusinessPera...

paramadina on 2022-07-21

Proceedings of the 1st International Colloquium on Accounting and BusinessPera...

paramadina on 2022-07-21