

# Integrity in Leadership Style Context: A Review

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**Keywords:** Continuum of Integrity, Ethical, Leadership style.

**Abstract:** Integrity is the center of leadership. Leadership style has a theoretical or contextual foundation that has a relationship with integrity. This study aims to analyze the continuum of integrity in leadership style. Five leadership styles, including adaptive leadership, servant leadership, transformational leadership, ethical leadership, and authentic leadership, are examined in relation to integrity. The research conducted with literature review method in the form of context, theory, instrument, and character of leadership style that have a relationship with integrity. The results showed ethical leadership has the highest degree of continuum integrity while adaptive leadership has the lowest degree of continuum integrity. In the public sector, especially the government, it is more favorable to develop ethical leadership.

## 1 INTRODUCTION

The development of the corruption level in Indonesia remains on ranks 89th in the world and yet still far behind Singapore (3) and Malaysia (69) based on the Corruption Perception Index (CPI) report in 2018 (Transparency International, 2019). Despite the increasing number of arrests from elite politicians by the Indonesian anti-corruption commission, the level of Indonesian state political corruption stays high (Mietzner, 2015). It shows that there is an error in the party's financial system (Mietzner, 2015), also due to unclear leadership (Von Luebke, 2010).

Weak leadership extends corruption. Various literature relates to corruption with weak leadership (Imhonopi and Ugochukwu, 2013; Owoye and Bissessar, 2014). Leadership becomes the spearhead of corruption eradication, in addition to a support system.

One of the main characters in leadership is integrity (De Braine and Verrier, 2007; Grahek, Thompson and Toliver, 2010; Mihelic, Lipicnik and Tekavcic, 2010; Liborius, 2017). Integrity has to be based on morally justifiable principles. One does not have integrity as a virtue by taking any value as a reference. Integrity means acting on the ideas that exist in the value system, adherence to moral and ethical principles, healthy moral character, honesty, personal value systems and values that are implemented (Storr, 2004; Goldman Schuyler, 2010; Bauman, 2013).

Previous studies have linked leadership style with the character of integrity, transformational leadership with integrity (Harrison, 2011; Clarke, 2013; Liborius, 2017), ethical leadership with integrity (Mihelic, Lipicnik and Tekavcic, 2010; Engelbrecht, Heine and Mahembe, 2017), and authentic leadership with integrity (Leroy, Palanski and Simons, 2012; Peus et al., 2012). A study by Arredondo Traperero & Maldonado de Lozada, (2010) only compared the degree of integrity of transformation leadership with transactional leadership. This study is in the form of analyzing the continuum of integrity from the five existing leadership styles, namely authentic leadership, adaptive leadership, servant leadership, transformational leadership, and ethical leadership.

## 2 METHOD

This study utilizes the literature review method as many as 40 previous journals that have been selected due to the links with the concept of integrity. First, the structure of the first review and the content or context of the leadership style were extracted to summarize the relationship with integrity. Second, we consider the theory or approach that explains the leadership style of its purpose to describe the theory that develops into the leadership style integrity behavior. Third, reviewing leadership style measurement instruments that provide insight into integrity.

Finally, reviewing the character or characteristics of leadership style related to integrity.

### 3 LITERATUR REVIEW

The use of integrity in the leadership literature varies. Some integrity discussions define integrity as a common moral concept, while others interpret it as honesty, trust, and authenticity (Bauman, 2013). Another discussion claims that "moral character" is an important characteristic of an effective leader.

Integrity has a prevalent meaning in regard to moral honesty and/or integrality. Integrity in the philosophy has two general meanings namely i) one's personal integrity consistently acts based on commitment, regardless of its ethical content, and ii) individuals who have a solid commitment to appreciate others and consistently behave respectfully (Bauman, 2013). Previous studies also linked integrity with leadership (Storr, 2004; Goldman Schuyler, 2010; Day et al., 2014; Zaker, Nawaz, and Khan, 2016). In brief, integrity regarding moral concepts can be seen in Table 1 below:

Table 1: Breakdown of integrity as a moral concept.

Definition of moral integrity	Observation result of consistent moral behavior	The cognitive structure which generates integrity
A leader with moral integrity consistently behave under moral values across situations	A leader with moral integrity is a morally trustworthy leader	Identity-conferring commitments to moral values

Source: (Bauman, 2013)

Various theories of leadership and academic literature occasionally seem difficult for practitioners to comprehend due to the complex conceptualizations, unclear terms, and variety (Van Wart, 2013). Development of effective leaders and leadership behaviors is a major concern in all types of organizations (Day et al., 2014).

There are various styles of leadership produced by several studies, including servant leadership, transformational leadership, adaptive leadership, ethic leadership, and authentic leadership. The servant leadership style was coined by Greenleaf (1970), and transformational leadership by Bass (1985), adaptive leadership by Heifetz (1994), ethic

leadership began by Cuila (1998) and the development of transformational leadership became authentic leadership by Chan (2005).

In servant leadership, one is striving to be both a leader and a servant (Greenleaf, 1970). Servant leadership provides the perspective of the leader and his behavior (van Dierendonck, 2011). Focus on follower issues, empathy, empowering, developing capacity, and caring for followers. It is in contrast to transformational leadership that gives attention to charismatic and effective. Transformational leadership emphasizes on intrinsic motivation and follower development, which is in line with the needs of the current working group, which wants to be inspired and empowered to succeed during uncertainty (Riggo and Bernard M, 2010).

In adaptive leadership, instead of seeing leaders as saviors who solve people's problems, they conceptualize leaders as people who play the role of mobilizing people to overcome difficult issues. An adaptive leader encourages others to confront tough challenges, giving them the necessary place or opportunity to acquire new ways in dealing with the inevitable changes upon perceptions, assumptions, attitudes, beliefs, and behaviors that they may face when controlling real problems (Useem, 2010) — whereas authentic leadership uses an intrapersonal approach, showing sincere leadership, leading from beliefs, and originals, not copies. This perspective emphasizes the life experience of a leader and the meaning attached to these experiences as important for the development of authentic leaders (Northouse, 2010).

### 4 RESULT AND DISCUSSION

The utilization of integrity in various leadership literature varies. Some people describe integrity as a common moral concept, while others define it in more details and relate it with honesty, trust, and authenticity (Bauman, 2013). There was an emerging idea which stated that "moral character" as a key characteristic of effective leaders and it did not use the word "integrity," another discussion of ethics and morality is included when developing leadership theory (Bauman, 2013). The discussion on the Continuum of integrity in leadership style begins by looking at the concepts/lessons, approaches/theories, instruments, and characters of each leadership style.

Adaptive leadership is concerning on how leaders drive people to adapt, to confront and deal with problems, challenges, and changes (Yukl and Mahsud, 2010). Adaptive leadership focuses on the

adaptations that people need to respond to changing environments. As for some techniques can be applied such as create a personal link with everyone; act fast, don't wait for perfection; make the organization the top priority and set direction by giving people freedom of creation (Useem, 2010).

Adaptive leadership is more focus on followers. Adaptive leadership deals with how people shift and adapt to new circumstances. It can be seen as a practice of mobilizing people to overcome difficulties and developing challenges "(Heifetz, Grashow, and Linsky, 2009). The purpose of adaptive leadership is to push people to transform and discover new ways of life so they can do well and grow. In short, adaptive leadership is the behavior of the leaders and the actions they lead to push others to outgrow and resolve important changes in their lives.

The situational approach can explain the strategies and behaviors that encourage learning, creativity, and adaptation in complex organizational systems. Adaptive leadership is described as a complex process that appears to produce an adaptive change in social systems (Northouse, 2018). In brief, adaptive leadership can be seen in Table 2.

Table 2: Breakdown of adaptive leadership.

Information	Adaptive Leadership
Concept	An adaptation that people need to respond to the changes in the environment
Approach/Theory	Situational approach
Instrument	Adaptive leadership questioner 360 (Northouse, 2018)
Character	Mobilize, organize, motivate, orient, and focus the attention of others

The next leadership style is servant leadership. This leadership style lacks institutional power and control (Greenleaf, 1970). Servant leadership is unique because it makes altruism a major component of the leadership process in line with the degree of integrity (Brewer, 2010). Servant leadership operates from altruistic patterns. These leaders have a high level of integrity, and the compatibility between the values held and enforced provides a basis for moral authority (Parris and Peachey, 2013). These leaders also invite supervision from others who have permission to question their motives and challenge leaders to use power based on their position (Whittington, 2017).

Servant shows strong moral behavior towards followers, organizations, and other stakeholders (Ebener and O'Connell, 2010). Everyone can learn to be a serving leader. This shows the relationship with

the integrity of the leader. The relationship of followers with leaders includes ethical and belief aspects. Trust is built with utmost honesty and openness, keeps actions consistent with values, and shows trust in followers (Focht and Ponton, 2015).

Various questionnaires have been developed to measure servant leadership (Van Dierendonck and Nuijten, 2011; Gini and Green, 2014; Liden et al., 2015). Servant Leadership Questionnaire (SLQ) arranged by measuring seven main dimensions of servant leadership; conceptualization, emotional healing, prioritizing followers, helping followers grow and succeed, behave ethically, empower, and create value for society (Liden et al., 2015). The various questionnaires use judgments about the integrity, authenticity, and stewardship of leaders.

Characteristics include trust, integrity, comfort with ambiguity, and openness to change. Integrity and humility are very important to turn into serving leaders who in turn are needed to "empower, and develop others in carrying out the tasks and processes of vision, goal setting and leading (Spears, 2010; Beekun, 2012; Mittal and Dorfman, 2012; Davis, 2017). Broadly speaking, servant leadership can be seen in Table 3.

In the Transformational leadership style, the research focus has been developed since the early 1980s. Transformational leadership is part of the paradigm of "New Leadership," which interest in charismatic and affective (Rolfe, 2011). Transformational leaders play an important role in accelerating change; followers and leaders are engaged in the transformation process. Transformational leadership is more expanded and refined based on giving more attention to the needs of followers than the needs of leaders, by suggesting that transformational leadership can be applied to situations where results are not positive (Riggio and Bernard M, 2010).

Table 3: Breakdown of servant leadership.

Information	Servant Leadership
Concept	Identity-conferring commitments to moral values
Approach/Theory	Servant leadership approach
Instrument	SLQ with dimensions; conceptualization, emotional healing, prioritizing followers, helping followers grow and succeed, behave ethically, empower, and create value for society (Liden et al., 2015)
Character	Listening, healing, empathy, persuasion, conceptualization, awareness, foresight,

	stewardship, commitment to people growth, and building.
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	consideration (Bass and Avolio, 2004)
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Bass (1985) argues that transformational leadership encourages followers to do more than expected by (a) increasing the level of follower awareness regarding the importance and goals value that is determined and idealized, (b) getting followers to go beyond themselves - interests for the team or organization, and (c) mobilize followers to meet higher level requirements. The elaboration of the dynamics transformation process is provided in transformational and transactional leadership models (Bass, 1985).

Transformational leadership can be judged through the use of the Multifactor Leadership Questionnaire (MLQ), which evaluates leader behavior in seven areas; ideal influence (charisma), intellectual stimulation, inspirational motivation, individual consideration, contingent gifts, exception-management, and laissez-faire (Northouse, 2018).

The results showed that transformational leaders are considered to have more integrity and are more effective than non-transformational leaders (Arredondo Trapero and Maldonado de Lozada, 2010). Transformational leaders, especially those who have the inspirational motivation and intellectual stimulation, are more likely to behave ethically in organizational activities (Harrison, 2011; George Ogbonna, 2013; Hutchinson and Jackson, 2013; McCleskey, 2014; Banks et al., 2016). In brief, transformational leadership is seen in Table 4.

Table 4: Breakdown of Transformational leadership.

Information	Transformational Leadership
Concept/lessons	A major and important role of leaders is to facilitate change—both the mission and vision, as well as the values and culture; Leaders do not have to know exactly what the change must be—only that it is needed and that there are different ways of achieving it. (Van Wart, 2013)
Approach/Theory	Transformational leadership theory
Instrument	MLQ idealized influence (charisma), motivation, inspirational intellectual stimulation, individual contingent gifts, management-exceptions, consideration, and laissez-faire.
Character	Idealized influence; Intellectual stimulation; Inspirational motivation; Individualized

The following leadership style is authentic leadership. Authentic leaders are able to assess ambiguous ethical issues, view from a variety of perspectives, and align decisions with their own moral values. Authentic leaders have the potential to act ethically because they have an internalized moral perspective and commitment to core ethical values ((Gardner et al., 2011; Avolio and Mhatre, 2012). Dedication to this moral life is demonstrated through efforts to achieve integrity behavior from time to time and serves as an important antecedent of ethical leadership and authentic leadership behavior.

The definition of authentic leadership has been proposed by previous research (Yukl and Mahsud, 2010; Avolio and Mhatre, 2012). The definitions are diverse but emphasize the importance of the leader's integrity. The authentic leader has positive core values (e.g., honesty, fairness, kindness, accountability, and optimism) that motivate them to do what is right and fair for their followers. These leaders create special types of relationships that include high mutual trust, transparency, shared goals, and an emphasis on the welfare and development of the followers.

The behavior of the core components includes keeping the leader's actions consistent with the values adopted and actual, articulating interesting visions, modeling appropriate behavior, and expressing optimism and encouragement when there are problems in achieving task objectives (Peus et al., 2012; Northouse, 2018 ). Most researchers described authentic leaders as being honest with themselves and showing a high level of moral integrity (Luthans & Avolio, 2003). The moral integrity of authentic leaders is established when their values are aligned with their behavior in the course of time and cross various situational challenges.

The instrument developed in the form of Authentic Leadership Questionnaire (ALQ) was created by Walumbwa and the colleagues (Walumbwa et al., 2008). ALQ identifies and measures four main authentic leadership's components; self-awareness, internalized moral perspectives, balanced processing, and relational transparency (Walumbwa et al., 2008; Northouse, 2018). In addition, researchers have discovered that authentic leadership is affected by a leader's positive psychological capacity, moral reasons, and critical life events. Furthermore, authentic leadership has several positive features (Leroy, Palanski, and Simons, 2012). An outline of authentic leadership is shown in Table 5.



Table 5: Breakdown of Authentic leadership.

Information	Authentic Leadership
concept	Identity-conferring commitments to moral values
Approach/Theory	Authentic leadership theory
Instrument	Authentic Leadership Questionnaire (ALQ)
Character	Inclusion, integrity, collaboration, transparency, and courage. Authenticity is directly connected to morality.

The last explanation about ethical leadership. One of the earliest writings focusing on ethical leadership began in 1996, then appeared in ethics as the Heart of Leadership (Ciulla, 1998). Ethical leadership uses an ethical theory which serves a set of fundamental guide for leaders in the decision-making process, especially about how they have to act and how to be morally feasible (Northouse, 2018).

Eisenbeiss' study (2012) analyzed the similarities between Western and Eastern moral philosophies and ethical principles of world religions, from ethical leadership, has four central ethical orientations: (1) human orientation, (2) responsibility orientation responsibility and sustainability, (3) justice orientation, and (4) moderation orientation. The principle of leadership leads to integrity.

Empirical studies have also shown a joint relationship between leader integrity and work engagement through the mediating role of ethical leadership (Engelbrecht, Heine, and Mahembe, 2017). The constructs of ethical leadership think about the long-term consequences, weaknesses, and benefits of the decisions they make in organizations (Brown and Mitchell, 2010; Lawton and Páez, 2015).

Ethical leaders are humble, strive for justice, care for the greater good, take responsibility, and appreciate each individual (Mihelic, Lipicnik and Tekavcic, 2010). Ethical leaders set high ethical standards and act accordingly. Ethical leaders influence organizational ethical values through behavior. Leaders function as role models for their followers and demonstrate the limits of behavior set in an organization (Northouse, 2018). Ethical leadership is considered honest, courageous, trustworthy, and promotes integrity. The more leaders "walk the talk," by translating internalized values into action, the higher the level of trust and respect that results from the followers.

The ethical leadership measurement developed by Craig and Gustafson (1998), namely the Perceived Leader Integrity Scale (PLIS), which is extracted from utilitarian ethical theory. The PLIS seeks to evaluate the leader's ethics by measuring the extent to

which coworkers see it acting according to rules that will generate the greatest good for the greatest number of people. An outline of ethical leadership can be seen in Table 6.

Table 6: Breakdown of Ethical leadership.

Information	Ethical Leadership
Concept/lessons	Leading with values; Good leaders know themselves and emphasize the positive; Leaders demonstrate integrity; Good leaders know how to lead through spirit, service, sacrifice, and sustainability (Van Wart, 2013)
Approach/Theory	Ethical leadership theory
Instrument	PLIS (Craig and Gustafson, 1998)
Character	Integrity, ethical awareness, and community/ people orientation

Based on the explanation of the various leadership styles that exist from adaptive leadership to ethical transformation, the conclusions can be drawn regarding the continuum of integrity from the aspects of the concept, theory, instrument, and character. Ethical leadership has the highest degree of integrity based on existing literature studies. They are starting from the concept of the formation of ethical leadership that refers to moral values. This is related to integrity. Likewise, the developing theories, instruments, and characters that were raised by several previous researchers. Ethical leadership and authentic leadership have basic similarities, so authentic has a high degree of integrity. In contrast to adaptive leadership which focuses more on adjusting to the internal and external environment, the connectedness with the concept of integrity is quite low, so it has a low degree of integrity.

Servant leadership focuses on the service to their followers whereas transformational leadership focuses on inspiring their followers to achieve their desired vision. Based on the theory and formed instruments and characters, transformational leadership has a fairly high degree of integrity compared to servant leadership. According to the existing concepts, theories, instruments, and characters, the continuum of integrity in leadership style can be designed as shown below.



Figure 1 Continuum of integrity in leadership style

## 5 CONCLUSIONS

Yahaya & Ebrahim's (2016) empirical study proved that there is a correlation between leadership style and organizational commitment. This encourages organizations to develop leadership styles that are appropriate for their conditions. Another empirical study by Arredondo Trapero & Maldonado de Lozada (2010) pointed out different levels of integrity in testing different leadership styles. The leader style shows the main values that are carried on the leader. There is a continuum of the leadership of the highest leadership style in ethical leadership. In public services, especially the government sector needs to encourage ethical leadership. Further research may conduct empirical studies by testing the continuum of integrity in leadership.

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