A META ANALYTICAL STUDY ON LEADERSHIP INTEGRITY : A LEADERSHIP ETHICS PERSPECTIVE

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Abstract:

Integrity is one of the top attributes of a great **leader** and a concept of consistency of actions, values, methods, measures, principles, expectations and outcomes. This trait in a leader is a deep commitment to do the right thing for the right reason, regardless of the circumstances. The word *integrity* evolved from the Latin adjective *integer*, meaning *whole* or *complete*. In this context, integrity is the inner sense of "wholeness" deriving from qualities such as honesty and consistency of character. A leader can afford to lack and still get away from danger. Integrity isn't one of them.

Keywords: Integrity, Leader, Principles, Ethics, Lacking, Honest, Expectations, Outcome, Values

Introduction: In Leadership traits integrity is the most indispensible quality of a leader, by being honest, having moral principles, uprightness, and consistent ethical standards. In ethics, leader integrity is regarded as the honesty, truthfulness and accuracy of one's actions. **Mayer and Gavin (2005)** found that people who trusted their leaders were more likely to engage in in-role and extra-role behaviors on behalf of the organization. A Justification of Leader Integrity is important due to various questions raised like why integrity matter to followers? Leader integrity matters because it plays a significant role in the decision process used by followers when

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deciding who they will follow, who they will trust, to whom they will be loyal and committed, and ultimately for whom they will perform. Leader integrity's importance may lie in its positive influence on the leadership process and the positive organizational outcomes it achieves. Leadership from the employee-centered perspective attributes word/deed consistency, increase follower confidence, and helps in a prediction of the behaviors to follow. Leaders with such integrity follow through the practice what they preach, and walk the talk. The words professed by leaders with integrity therefore become useful predictors of action. In the contrasting situation, leaders who lack integrity provide no basis for followers to infer actions from their words.

Objectives of the study:

(i) **: To evaluate the factors Influencing Integrity in a Leader**

(ii) **: To examine whether Leadership character influences the role of integrity**

(iii) **: To evaluate the ethical lapses influencing Integrity of a leader**

(iv) **: To examine whether Organisation Culture starts with the leader and it indirectly influences Integrity in Leaders and organization**

(v) **: To evaluate what Leader Integrity means at Leadership Levels**.

Methodology: Meta Analytical Study with the Literature Research and Secondary Data from Leadership Training Organisations

Review of Literature: (Previous Related Work Done)

Grover & Moorman, (2007). Palanski and Yammarino (2007) suggested that integrity research suffers from ―confusion and disagreement about the term‖ and that this disagreement has prevented both the development of theoretical models on cause and effect relationships of integrity and the development of empirical tests of those relationships.

(Dunn, 2009). Palanski and Yammarino suggested further that the central point of disagreement is whether integrity describes more narrow conceptions of wholeness or consistency or whether integrity is better thought of more expansively to include references to authenticity, ethicality, morality, or character.The root of all integrity judgments is a sense of consistency or congruence between seemingly disparate elements.

Palanski and Yammarino (2007) and Dunn (2009) have found little disagreement on the importance of consistency; however, where things get more interesting is when discussions turn toward just what should be consistent to indicate integrity.

Palanski and Yammarino (2007) began their discussion of integrity definitions with the general but vague definition of integrity as ―wholeness,‖ reflecting its Latin root of ―integer.‖ Integrity as wholeness may refer to something like the integrity of the hull of a ship, suggesting that the hull is watertight, or the integrity of a bridge, where the two ends are anchored and the span supported. For leaders, integrity as wholeness speaks to a general consistency among all elements of a person, such as the person's values, beliefs, words, and actions.

Furrow (2005) supported the idea of integrity as wholeness when he noted that integrity is ―the extent to which our various commitments form a harmonious, intact whole‖ (p. 136). This definition suggests that the key for integrity is the alignment of commitments, but it offers little explanation of what those commitments must be.

A more specific definition of leader integrity is the definition and operationalization of behavioral integrity developed by **Simons (2002)** and adopted, with some adjustment, by **Palanski and Yammarino (2007).**

Simons (2002) defined behavioral integrity as the perceived pattern of alignment between a leader's words and deeds. Behavioral integrity refers to both a pattern of consistency between leaders' espoused values and their actions and also the extent to which promises are kept (Simons, Friedman, Liu, & McLean Parks, 2007).

Palanski and Yammarino (2007) considered this to be a more restricted definition of integrity because it did not include consideration of the nature of the leader's actions beyond their consistency with the leader's words. Behavioral integrity is related to various employee attitudes and behaviors.

Simons and McLean-Parks (2000) found that behavioral integrity was related to trust in managers and organizational commitment.

Simons (2008) also found that behavioral integrity directly affects employee trust in leaders and that this trust is a central mechanism for predicting a causal chain from behavioral integrity to trust, commitment, and various discretionary behaviors tied to individual, group, and organizational performance.

Dineen, Lewicki, and Tomlinson (2006) reported that levels of behavioral integrity moderated a relationship between supervisory guidance and organizational citizenship behavior and deviant behavior. They found that when behavioral integrity was at a high level, supervisory guidance was more positively related to OCB performance. However, the opposite occurred when behavioral integrity was low: when behavioral integrity was low in the leaders, providing guidance actually increased the deviance.

Moorman & Grover(2009) School of Global Leadership &Entrepreneurship, suggest that not only is integrity defined by internal consistencies (such as word/deed consistency), it is also defined by the external consistency of those actions with either individual moral frameworks or community moral frameworks.

Thomson (2002) in their study of links between perceived integrity and transformational leadership. Similarly, Brown and his colleagues characterized a leader with integrity as one who behaves according to a set of normative ethics (Brown, Treviño, & Harrison, 2005). Virtue ethics theory integrates both the internal and external perspectives on leader integrity. Palanski and

Yammarino (2007) defined integrity as an adjunctive virtue, which aligns with other virtuous moral constructs like honesty, authenticity, trustworthiness, fairness, and compassion. They defined integrity as ―the consistency of an acting entity's words and actions‖ (p. 178). Their definition therefore includes an indirect admission that perceived integrity may also infer an external consistency between leader deeds and the perceiver's moral framework.

Simons, (2002) references only word/deed consistency, their belief that integrity is a virtue indicating good character necessitates that integrity also be thought of as a measure of good moral character.

Dunn (2009) rejected the argument that integrity is a virtue and instead expanded the definition of integrity to include a much wider set of both internal and external consistencies. Included in Dunn's definition is not only an internal coherence between moral values, words, and behaviors, but he also asserted that integrity requires this internal coherence to be consistent with a set of social values.

Grover & Moorman, (2007). Surprisingly, the academic business leadership literature has not elevated leader integrity to a similar level of importance or activity. One reason for this may be that leader integrity can be traced to trait theories of leadership (Bass, 1985; Stogdill, 1948) which have been discredited in some quarters (Lord, de Vader, & Alliger, 1986).

Judge, Bono, Ilies, and Gerhardt (2002) cites ten reviews of the traits associated with leadership and found that six includes mention of leader integrity or honesty (Bass, 1990; Daft, 1999; Kirkpatrick & Locke, 1991; Northouse, 1997; Yukl & Van Fleet, 1992).

Judge et al. (2002) suggested that these trait results have been devalued in the leadership literature because traits Moorman & Grover/ INTERNATIONAL JOURNAL OF LEADERSHIP STUDIES 106 International Journal of Leadership Studies, Vol. 5 Issue. 2, 2009 © 2009 School of Global Leadership &Entrepreneurship, Regent University ISSN 1554-3145 may only be associated with leader emergence rather than leader effectiveness

Palanski & Yammarino, (2007), and it might be the case that definitional nuances have nudged the term ―integrity‖ from a central role in leadership theories.

Luthans and Avolio (2003), Gardner, Avolio, Luthans, May, and Walumbwa (2005), and Avolio and Gardner (2005) have detailed their theoretical perspective on authentic leadership. Luthans and Avolio (2003) described authentic leadership as ―the confluence of positive

organizational behavior…, transformational/full-range leadership…, and work on ethical and moral perspective-taking capacity and development‖ (p. 243).

Simons, (2002). Leader integrity is included in the ―moral leader‖ approach most notably discussed by Brown and Trevino (Brown & Trevino, 2009; Brown, Treviño, & Harrison, 2005; Treviño, Brown, & Hartman, 2003). They described the moral leader as one who behaves according to the general concept of ethicality and integrity.

Brown et al. (2005), moral leaders demonstrate ―normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making‖ (p. 120). The moral leader not only behaves in ways that are consistent with his or her espoused values, but the moral leader also behaves in ways that are consistent with the moral and ethical frameworks shared by themselves and their followers. The prevalent model of organizational trust centrally includes integrity

Mayer, Davis, & Schoorman, (1995). While Mayer and colleagues do not present a leadership theory, the elements of trust are so closely related to leader integrity that the models are parallel. Trust in the leader is considered such a central mechanism driving follower engagement that models of the factors that determine trust are merely short steps away from models of effective leadership.

Simons (2002) noted that leader traits such as integrity can be thought of as perceiver constructs. In his discussions of behavioral integrity, Simons considered integrity as subjective and as an ascribed trait. He wrote that ―behavioral integrity is likely to be influenced by the actor, by the relationship between the actor and the perceiver, and by the attributes, history, and state of mind of the perceiver‖ (p. 24).

Simons (2008) also conceded that for behavioral integrity to affect followers, the followers must first be aware of it in their leaders. He stated, ―Like beauty, behavioral integrity is in the eye of the beholder‖ (p. 6).

van den Bos & Lind, (2002). Instead, the uncertainty management model suggests it is much more likely that followers must decide to cede to authority in uncertain situations where ―people start using other information – as heuristic substitutes – to assess what is just‖ (van den Bos, 2003, p. 483). One such heuristic substitute is the perception of procedural justice. When direct information about outcome fairness is not available, people will resolve the question of how they should interpret the decisions of the authority by relying on perceived procedural fairness.

Simons (2002) definition of word/deed consistency and, more indirectly, the belief that integrity signals that the leader's values are consistent with values held by the follower. Attributions of word/deed consistency may be instrumental in increasing followers' ability to predict leaders' actions from their words. Followers are likely to have heard leaders articulate plans, but they may have little more than the leader's words or promises.

Objective (i) : To evaluate the factors Influencing Integrity in a Leader

Related Work on Integrity: Kaptein and Wempe have developed a theory of corporate integrity including criteria for businesses dealing with moral dilemmas. Another use of the term, "integrity" appears in the work of Michael Jensen and Werner Erhard in their academic paper, "Integrity: A Positive Model Other integrities that Incorporates the Normative Phenomenon of Morality, Ethics, and Legality". Their model "reveals the causal link between integrity and increased performance, quality of life, and value-creation for all entities, and provides access to that causal link." According to Muel Kaptein, integrity is not a one-dimensional concept. he presents a multifaceted perspective of integrity. Integrity relates to, for example, compliance to the rules as well as to social expectations, with morality as well as ethics, and with actions as well as attitude.

Leader integrity help followers believe the leader's credentials as a person with the necessary expertise and they believe a) that a leader's words will be indicative of his or her actions and could be used to predict future actions; b) that the leader's actions, now and in the future, will be consistent with values likely shared with the follower; c) that, in the future, the leader may only ask the follower to behave in ways consistent with the values they already share; and d) that the

leader's communications of the plan's attributes and his or her competence is credible. These four beliefs coalesce to significantly decrease the perceived risk of following a leader and to significantly increase the belief that good things promised will come true.
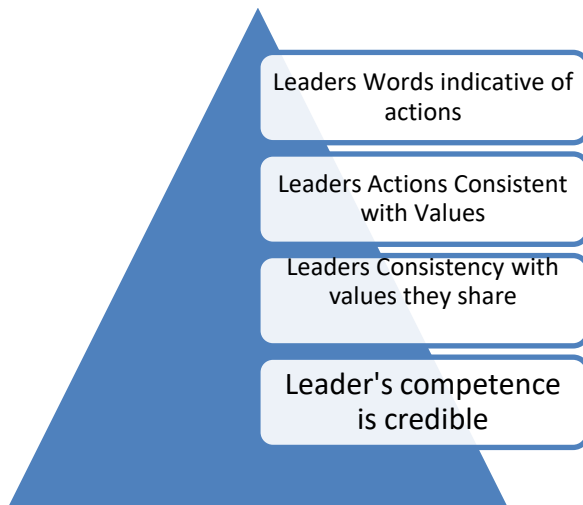

Figure; 1 : Leader's Integrity Credentials: Source   Concept   Designed: Prof. Dr.C.Karthikeyan

Research Propositions Based leader integrity that influences followers' decisions

Proposition 1: Attributions of leader integrity will be based on follower perceptions of word/deed consistency and follower perceptions of whether the leader's values as evidenced by his or her words/deeds align with the moral and ethical frameworks of the follower. **Proposition 2**: Perceptions of leader integrity will be important in follower decisions to follow because they provide information that increases follower certainty that the leader will deliver what he or she promises. **Proposition 3**: Perceptions of leader integrity will be important in follower decisions to follow because they provide information that increases follower certainty that the leader will act in ways that are consistent with the follower's values and moral frameworks. **Proposition 4**: Perceptions of leader integrity will be important in follower decisions to follow because they provide information that increases follower certainty that the leader will ask the follower to act in ways that are consistent with the follower's values and moral frameworks. **Proposition 5**: If followers do not perceive the leader to have integrity, information about leader competence will only inform their decision to follow if that information comes from sources other than the leader. **Proposition 6**: If followers do not perceive the leader to have integrity, information about plan attributes will only inform their decision to follow if that information comes from sources other than the leader.

Information about plan attributes → Proposi tion:1 → Integrity based on Ledaer's value → Proposi tion:2 → Perception of leader and promises leaders make → Proposi tion :3 → When increases follower certainity → Proposi ton:4 → Followers values and moral frameworks → Proposi tion:5 → Information about leader competence → Proposi tion:6 → Information about plan attributes
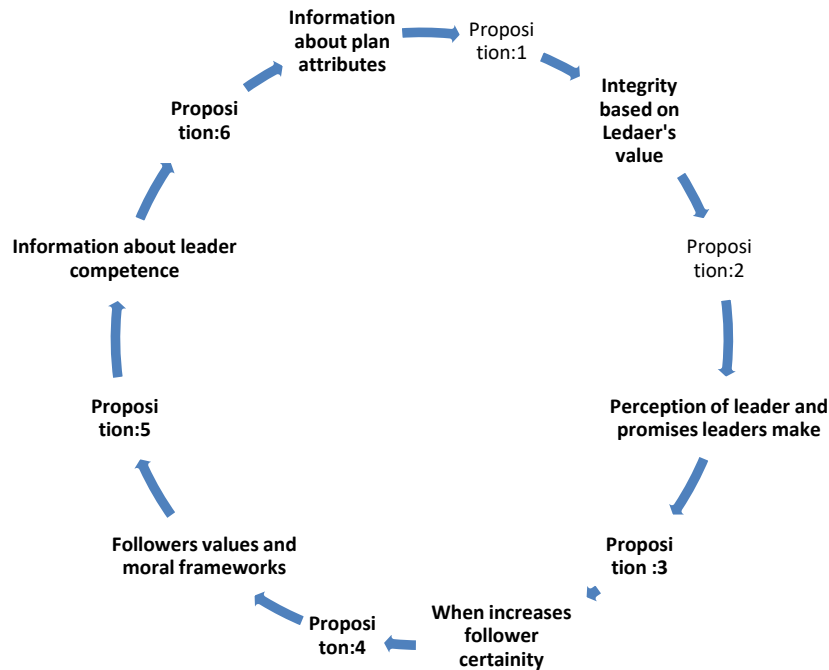
**Figure: 2 :   Research Propositions Based leader integrity that influences followers'
decisions**

The concept of consistency of actions, values, methods, measures, principles, expectations and
outcomes connotes a deep commitment to do the right thing for the right reason, regardless of
the circumstances. People who live with integrity are incorruptible and incapable of breaking the
trust of those who have confided in them. Every human is born with a conscience and therefore
the ability to know right from wrong. Choosing the right, regardless of the consequence, is the
hallmark of integrity.

Integrity and Ethics:(personal ethics and Integrity for a leader)

In ethics when discussing behavior and morality, an individual is said to possess the virtue of
integrity if the individual's actions are based upon an internally consistent framework of
principles. These principles should uniformly adhere to sound logical axioms or postulates. One
can describe a person as having ethical integrity to the extent that the individual's actions, beliefs,
methods, measures and principles all derive from a single core group of values. An individual
must therefore be flexible and willing to adjust these values in order to maintain consistency
when these values are challenged; such as when an expected test result fails to be congruent with
all observed outcomes. Because such flexibility is a form of accountability, it is regarded as

a moral responsibility as well as a virtue. An individual's value system provides a framework within which the individual acts in ways which are consistent and expected. Integrity can be seen as the state or condition of having such a framework, and acting congruently within the given framework. One essential aspect of a consistent framework is its avoidance of any unwarranted (arbitrary) exceptions for a particular person or group — especially the person or group that holds the framework.

Political integrity(for political leaders)

Integrity is important for politicians because they are chosen, appointed, or elected to serve society. In order to be able to serve, politicians are given power in their positions to make, execute, or control policy. They have the power to influence something or someone. There is, however, a risk that this power will not be used by politicians to serve society. Aristotle said that because rulers have power they will be tempted to use it for personal gain. It is important that politicians withstand this temptation, and that requires integrity. The 10 basic mistakes that makes leaders end up on the wrong end of a no-confidence Board vote, a Shareholder lawsuit, or worst of all, Some of these mistakes may be obvious; some may be a bit more obscure. They are all critical. **Pride and Arrogance. M**any leaders lost their early successes by inflating their egos. Forgetting the roots the grew from and thought themselves to be invincible or infallible, and putting self above anything or anyone. "Pride goes before destruction," and it gives a false sense of security. Makes a leader feel superior to other people and institutions, and finally go terribly wrong. **Negative Influences. Some** voices offer valuable counsel that can help keep a leader on track. Some nudge the leaders and puts a leaders way off course. The challenge of sifting through the ones worth listening and ignoring makes all the difference? Listening to different perspectives from divergent sets of people, giving attention to the still small voice makes a leader to listen, the better listener and discerner you will become.
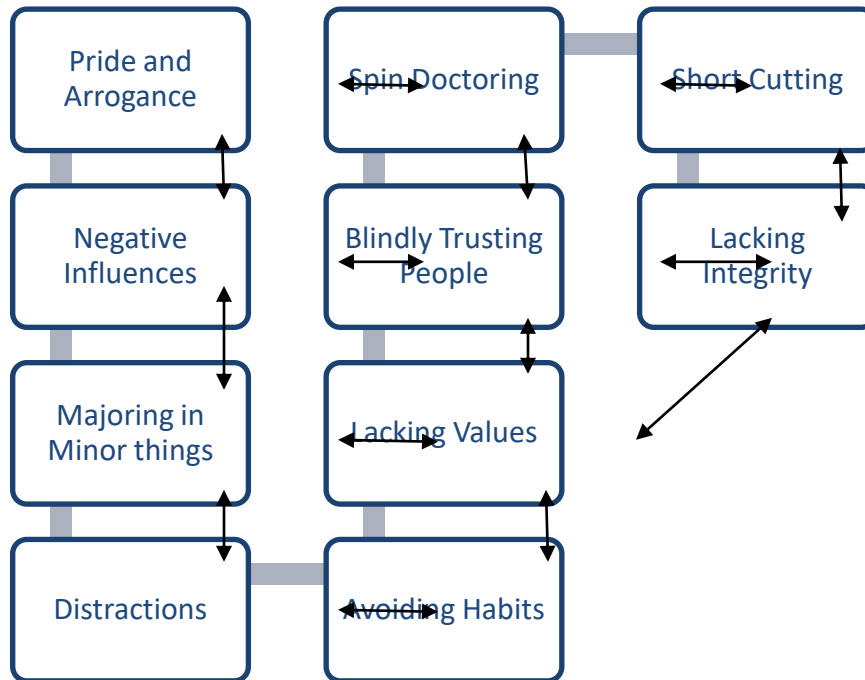
Figure; 3: The "Deceiving Chain in a Leader Leading to Lack of Integrity": Concept and Design: Prof Dr.C.Karthikeyan. (concieved idea: Enrique P. Fiallo)

Lacking Integrity. Leaders may lack many things and still can be clear of danger, where as Integrity can't be in that list. Leaders need to establish a set of sound ethics policies, integrate them into all business processes, communicate them broadly to all employees, and make clear that you will not tolerate any deviation from any of them. Leaders can carve out time to set the "integrity agenda," and can make it clear to the organization. Giving too much importance to small issues and make it a festival and celebrate, just because the leader is good at it. **Leaders distraction**s, tie their vision and strategy to the truly impactful things and execute those to the best of their ability. Else the leader will hit the wall, and so will the company. This becomes mediocre at a large number of things. **Avoiding.** If Leaders have an activity that needs to be done, and should be done, then its better they do them and not to neglect them. The basic business fundamentals cannot be ignored. Leaders need to strengthen their skills in weak areas and put people in place in whose skill and integrity the leader trusts. Leaders need to recognize the areas of weakness and try to learn how to do them (sometimes not practical to do) or find people with those skills that the leader could trust to do them well. **Lacking Values.** Core values are principles without which life (or business) wouldn't be worth living. As stated in the

book Tribal Leadership, values are what the organization stands in. Leaders need to establish a set of Core Values that can unite the organization, and then create resonance around them. The leaders need to be convinced of Core Values and need to become the foundation of a well-oiled, world-class, customer friendly, ethical organization. Leaders need to have a clue on it. **BlindlyTrusting People.** Leaders can trust but also should verify. While leaders can't do it alone, the wrong people with the wrong skills in the wrong place are a formula for disaster. Allow people to run on "short leashes" until they prove themselves. Leaders need to take the time to properly vet, and then observe key people in their role before and shall let them fly solo. Any competent, well-grounded person should have no problem with this approach. **Spin Doctoring. Leders ne**ed to teach executives present the facts, tell the truth, communicate the complete story and assure them that, let the chips fall where they may, but training them not to divulge key strategies and give away competitive advantage, but the truth is ALWAYS the truth. The lies will come back to haunt you and you may have to spend a too much time crafting the right story, which in hindsight, a waste of time and energy. A better use of that time is to meet challenges and problems head on, and to communicate openly and honestly, not "spin" a story. **Short-Cutting. Many** companies spend an in accounting tricks. A leader needs to understand the most basic level, that there is no substitute for the natural laws of business. The leaders needs to develop prospects, cultivate relationships, determine needs, propose solutions, close sales, ship product and book revenue. It's a tried and true process that takes time and skill. There is no substitute for methodical execution. The leader shall not succumb to the temptation of circumventing the natural process through faulty techniques and flawed actions.

Objective: (ii) : To examine whether Leadership character influences the role of integrity
Integrity stands as the most important and the most critical as it builds valuable trust between people and yet also the most esoteric. Integrity is doing the right thing when no one is watching, and without integrity, yet trained to behave predictably in a certain manner. Discipline is valuable and the critical components of integrity goes beyond just doing the right thing when no one is looking. The first is that the adherence to a moral or ethical principle is a simple compliance to a rule; it implies a philosophical understanding of the reason it exists. and the second is the pursuit of an undiminished state or condition. Everyone makes mistakes, so being a person of integrity does not mean you haven't committed a moral or ethical violation, ever. It

means having the strength of character to learn from those 'misbehaviors' and seek continual self-improvement. The word'character' is derived from the Greek word *charattein*, meaning to engrave. This provides a much richer understanding of integrity as something leaders can select and develop and strengthen.

High-integrity leaders are crucial to an organization's success: situations involving the loss of integrity are not only found in the political arena, they also occur in our business environments, perhaps more frequently than we would like to admit. While most leaders don't engage in fraudulent behaviour, while they aren't engaging in anything illegal, their behaviour, in my view, can be considered unethical and usually one more step to cross the line. A perception of unethical behaviour also creates a sense of mistrust and a loss of integrity. People simply lose respect for this type of leader.
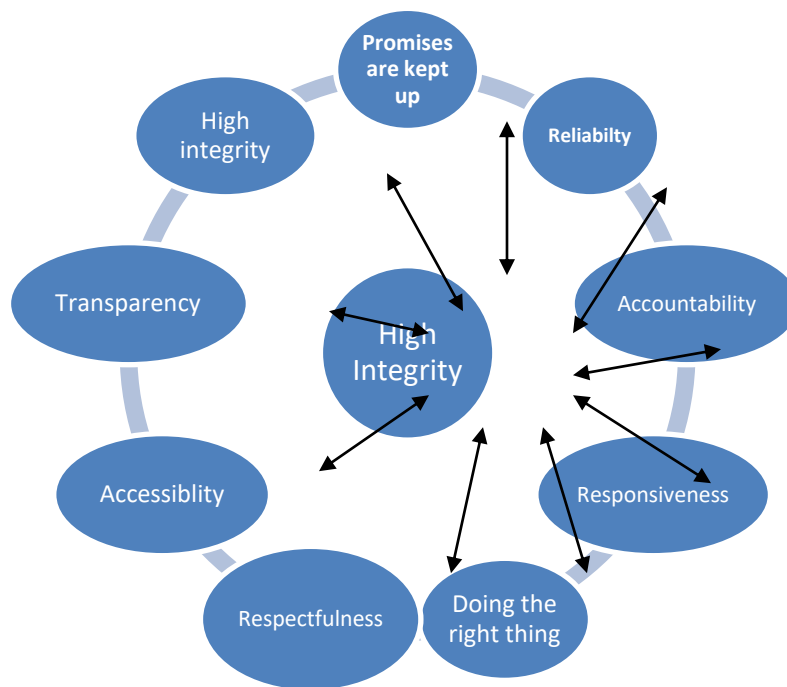
Figure: 4 : The wheel of Integrity of a Leader: Integrity Factors interrelated: Concept from: *An Uncertainty Management Explanation, Robert H. Moorman, Creighton University, (US)* Source; Created by Dr.C.Karthikeyan

1.   **Continuous Personal Growth:** Leaders with high levels of integrity are in constant learning mode. They are ruthlessly honest with themselves, seek guidance to discover and work around their blind spots and are always learning and growing as leaders.

2.   **A promise is a promise:** High-integrity leaders keep their promises, and if they can't meet the agreed-upon timeline, they will stay in communication with you until the promise has been kept.

3.   **Reliability:** Just as we purchase proven brands, leaders who are shown to be reliable and can be counted on will attract more followers. Reliable leaders stick with problems and issues until they are resolved from a win/win point of view and a strong consideration for all stakeholders involved.

4.   **Accountability:** High-integrity leaders don't just blame others and/or take the blame themselves, they own the situation and all of its outcomes. These leaders quickly intervene in an issue, evaluate unintended impact, take steps to rectify the situation and stay in close communication with stakeholders until the job is done.

5.   **Responsiveness:** There is nothing more frustrating than waiting for a leader to respond to your query. High-integrity leaders are good time managers and will either respond immediately and/or will inform you when they can get back to your issue. If the situation is a crisis, they will be there for you.

6.   **Doing the right thing:** High-integrity leaders have strong moral principles. You can count on them do the right thing, at the right time and for all the right reasons. These leaders have high personal standards and hold their team members and their corporation to the same high standards. They then assess each decision and action against their organizational standards.

7.   **Respectfulness:** Respect is earned and is done so by showing respect and an acceptance toward others. Respecting others means understanding different values and beliefs, recognizing, accepting and developing the skills of others and including all employees as part of the team. Respect also means communicating and interacting with individuals by putting them on the same playing field.

8.   **Accessibility:** High-integrity leaders are physically present and make themselves available and accessible to their staff. They interact with and invite employees to share their issues; they are always available to stop and listen.

9.   **Transparency:** High-integrity leaders ensure their actions are "seen" as trustworthy and create a sense of certainty rather than uncertainty. They exhibit openness with respect to information, finances and various operational transactions and business dealings. When examined by others, their actions lead to trusting relationships.

Whether a single lapse of integrity and/or as a continuous way of doing business, unethical, non-integrity leadership behaviour not only has the power to ruin a career, but it has the power to totally destroy an organization. When integrity is destroyed, confidence goes by the wayside and may never ever return.

Objective(iii) : To evaluate the ethical lapses influencing Integrity of a Leader

Some of the research results were surprising and disconcerting: **Social intelligence** was the most important factor for success in the middle of the organization. Middle managers must take the vision of those at the top of the organization and communicate it to their subordinates. They have pressures coming at them from all sides – direct reports, colleagues in management, and people above them in the hierarchy. They need the ability to get along, read other people, and smooth over differences.   But at the top of the organization, integrity and bravery were more important. "The two may go hand in hand. Integrity is needed when deciding what action should be taken. Bravery is needed to take actions that might be unpopular," the study noted. But the most vital of the two character strengths at the **top was integrity**.

Integrity
Bravery
Broad Business Perspective
Social Awareness
Social Intelligence
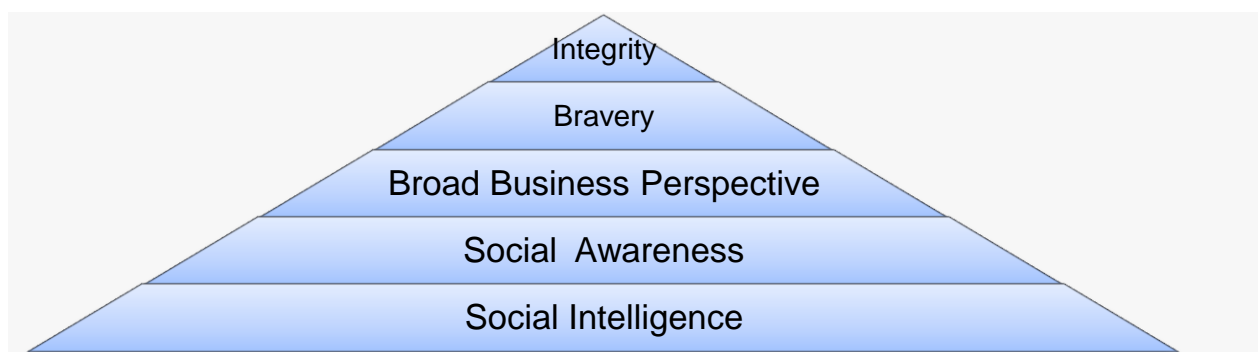
Figure: 5 : Charater Elements In a Leader with Integrity: Source; Designed by Prof Dr.C.Karthikeyan, Concept source; Barbara Bowes

Ethical lapses make the organizations sinks however integrity is the key criteria in determining success by top executives.– understanding the people and situations around them – is key.

 "If integrity has nothing to do with performance success at the middle level, leaders have trouble and damage the face of the organistion."So the researchers state that four character elements that have repeatedly been shown to be important: **integrity, bravery, perspective, and social intelligence.**

Leaders with integrity walk the talk. They are consistent, honest, moral and trustworthy. Their deeds match their words. Leaders without integrity can't be trusted – by their colleagues, their bosses or the public – and inevitably that will lead to problems.

Bravery is also vital for leaders; they don't shrink when they face a threat or difficulty. It can be lonely at the top – or any level for leaders – and they need the courage to take the lead on unpopular actions.

Top-level executives need a broad business perspective to understand the environment in which the organization is competing. Middle managers need perspective to engage effectively in change and strategy formulation.

Social awareness is the awareness of the motives and feelings of yourself and others around you. Because managers collaborate with others, this is a vital facility.

Objective;(iv): To examine whether Organisation Culture starts with the leader and it indirectly influences Integrity in Leaders and organisation

Integrity seeks to understand all perspectives, and weigh consequences before making a decision. Companies succeed or fail based upon the integrity of its leaders and employees. Integrity is the basis for trust—the gauge through which we read and commit to action. Hardwire Integrity into the Culture. You can hardwire integrity into the culture in three ways: **It all starts with the leader.** Of course it all starts with the leader and if the leader can't walk the talk on values and ethics, then it matters not what the rest of the team are doing, because it is the leader who sets the tone. **Keeping the promise** and mostly this occurs not because leaders are disingenuous with their promises, but mainly because of procrastination. The trouble with procrastinating on a promise is by the time you get around to following through, you have already lost the trust and confidence of your team**.   Leaders decision making**. Just one badly skewed decision can result in losing the respect of the team forever. **Being non-judgemental**. The trick here is to do something about unwanted behaviors but to still care for the person in a non-judgmental way. **Giving credit where it's due**. The leader even if headed up or initiated a project or piece of work, the credit needs to go to the team who got the result. Leaders honesty in communication. When leaders aren't straight, the team almost always find out, with disastrous results in destroyed trust. **Improvising face to face Conversations.** Leaders needs to have conversation with themselves, asking themselves the hard questions of personal accountability, grounded in

truthfulness to oneself and all others involved. If leaders can adhere to values, feel that power in the conviction of their words and actions is what is personal strength and courage, trust is grounded within the self-assured knowledge of their ability to adhere to their convictions. No one is given the right to impute this leader's integrity. Leaders also need to expand conversations across all boundaries and seek honest perspectives concerning how we live integrity through corporate responsibility, accountability, and leadership direction.

Improvising functional Transparency. Transparency—being free of all pretense and deceit— paves the way to open dialogue based upon trust in management and in the information. Good business is predicated on solid principles. Businesses are comprised of many interconnected departments, each dependent upon the flow, accuracy, and transparency of disseminated information. Transparency is essential when you are setting a new course or desiring to improve productivity and profitability. One decision made by "shaving truth" or blatant deceit begins small and then snowballs. As more decisions are made based on the dishonest approach, the snowball gains speed and mass until it becomes unmanageable and systems begin to fail. Transparency keeps us honest. **Expressing open-mindedn**ess improves freedom from bias, prejudice, and malice. Organisation candor enables us to listen receptively to other perspectives while engaging in interactive dialogue. Dynamic leaders appreciate the contribution of others. They leave their egos behind, harnessing the power of being secure within themselves while promoting innovation, collaboration, and a heightened sense of "team." Transparency affords the trust, and candor fosters openness.

Objective: (v) : To evaluate what Leader Integrity means at Leadership Levels.

Leader Integrity is one of the fundamental values that a leader demonstrates sound moral and ethical principles at work. Leaders with integrity lives in relationships with coworkers, customers, and stakeholders and displays honesty and trust with integrity. The leaders with integrity act with honor and truthfulness which are the basic tenets in a person with integrity. Leaders who demonstrate integrity draw others to them because they are trustworthy and dependable. They are principled and can be counted on to behave in honorable ways even when no one is watching.The CEO of the company kept the employees up-to-date .The Ceo take a 10% pay cut so that the company could avoid layoffs or furloughs for the time being. If you work in an organization that **values empowerment**, for example, you are unafraid to take thoughtful

risks. You are likely to identify and solve problems. You are comfortable making decisions without a supervisor looking over your shoulder.Employees who thrive in this empowered environment will do well. If you like waiting for someone to tell you what to do, you will fail if empowerment is the expectation and value of your organization. Leaders in an organization that **values transparency**, you can expect to know what is happening across the company. You will know and understand the goals, direction, decisions, financial statements, successes, and failures.Employees who don't want all of this information; may not fit the organization's culture or meet the expectation that, having the information, they will use it. if your organization **values a high level of teamwork**, they will ask employees to work in teams, develop products by teams, and think of departments as teams. Additionally, because the organization values relationships and a cohesive approach to working together with employees, it will sponsor employee activities and events for employees and for employees and their families. a loner kind of person who wants to work alone in your cubicle, you are not likely a good fit for this work environment.   Finally, **a work culture that values responsibility and accountability** must hire employees who are willing to be responsible for output and outcomes. It doesn't need people who make excuses, finger point and fail to hold each other accountable. It needs people who are willing to call coworkers out for such problems as missing deadlines, coming unprepared to meetings, or spreading misery and negativity.

Conclusions and Suggestions:

This research article concludes that integrity is the most important among the Leaders traits: A good leader can motivate others to achieve organizational goals through one's own behavior and interaction with others. Studies of leadership have produced theories involving character traits, situational interaction, function, behavior, power, vision and values, charisma, and intelligence, among others. Somebody whom people follow: somebody who guides or directs others. The most important trait in a good leader is integrity. A person of integrity lives bound sound principles and motivates through ethical behavior. Integrity is the most important trait of leadership in our society because regardless of what other beneficial characteristics exist, people will not follow someone unless they have established trust with them. **Become a fair witness.** To be a fair witness means to report your experience as accurately and neutrally as possible. The more emotional attachment you have to something, the more challenging it is to be

a fair witness of that thing; most of us are very emotionally attached to ourselves and our own success. Reflect on your actions, your strengths and weaknesses, your mistakes and successes, as though you are this impartial third party. What would he or she say about how you show up?.

Invite feedback. People who want to be fully self-aware know that none of us can see ourselves entirely clearly without the aid of others. If you want to have a more accurate sense of how you are operating in the world, build a small group of people who know you well, see you clearly, want the best for you — and are willing to be totally honest with you in the service of that. **Listen**. This is the foundation to success as a manager, and a leader. And it's essential to true self-awareness. If you can learn to listen fully, without filtering what you hear through your pre-existing notions, you will find that everyone around you is continually giving you clues – both subtle and overt – about how you're showing up, what they think of you, and how you're impacting them.

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