

Addis Ababa
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Impact of Leader's Integrity on employee job satisfaction and Organizational success: An Empirical Study in FE Construction Plc

**By
Samrawit G/Michael**

**A Thesis Submitted To Addis Ababa University, School Of
Commerce in Partial Fulfillment of the Requirements for the
Degree of Master of Business Leadership**

June, 2020
Addis Ababa

**Addis Ababa University
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Approved by Board of Examiner

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Advisor:	_____	_____	_____

DECLARATION

I, **Samrawit G/Michael**, hereby declare that the study entitled “**Impact of Leader’s Integrity on employee job satisfaction and Organizational success an Empirical Study in FE Construction Plc**” is my original work and has not been presented in Addis Ababa University or any other University. I have carried out the study independently with the guidance and support of the research advisor **Ato Teklegiorgis A.** All other contributors or sources used for the study have been duly acknowledged.

Samrawit G/Michael _____
Signature **Date**

Confirmation by Advisor
Ato Teklegiorgis A. _____
Signature **Date**

STATEMENT OF CERTIFICATION

This is to certify that **Samrawit G/michaels**, research work on the topic entitled **“Impact of Leaders Integrity on employee job satisfaction and Organization Success in Empirical Study in FE Construction Plc”** is her original work and suitable for submission for the award of Master’s Degree in business Leadership.

The project paper is submitted for examination with my approval as a university advisor.

Ato Teklegiorgis A.

(Advisor)
June, 2020

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LIST OF ABBRIVATION (ACRONYMS)

ANOVA - Analysis of Variance

GLOBE- Global Leadership and Organizational Behavior Effectiveness

LMX - Leader-Member Exchange

PLC- Public Limited Company

Sig. - Significant

SPSS - Statistical Package for the Social Sciences

Std. Deviation - Standard Deviation

US- United States

VIF-Variance Inflation Factor

Abstract

The purpose of this study is to study the impact of leader's integrity in organizational success and employee job satisfaction in a selected organization. Integrity is an element that always stays with leadership and organizational context worldwide yet, its impact on employees and organization success have not been thoroughly investigated. This study was done in one organization, FE construction plc. In order to achieve the objective of the study, both descriptive and explanatory research design was chosen. And also quantitative research approach was implemented. Stratified random sampling techniques were used to select 56 employees who served as respondents in the study. Data was gathered using self-administered questionnaire survey which distributed to 56 respondents. The study used SPSS 23 version, descriptive statistics, and correlation and regression analysis to analyze the data collected and to evaluate the relationship between the two variables. Based on the result, The Correlation result indicated that there is a positive and significant relationship between leaders integrity and organizational and employee performance. Also multiple regression analysis result revealed that except work confidence all variables of leader's integrity had positive and significant effect on organizational and employee performance. Besides, it is found that aspect of leader's integrity has the highest influence on employee job satisfaction in FE construction plc. From the analysis the researcher recommends that FE construction plc should give priority for the proper implementation of leader's integrity character than other dimensions because this leaders integrity character has highest effect on employee job satisfaction. Finally FE construction have to implement integrity (important effective leadership quality/character) appropriately and continuously, as a major tool for gaining trust relationship with followers which in turn leads to organizational performance. The study also recommends that future research that will take a part of survey all the regional offices across the country and better to study in multiple organizations. Such a study will increase accuracy of data and improve reliability.

Key words: integrity, leader's integrity, employee job satisfaction, organizational success and FE construction plc.

CHAPTER ONE

1. INTRODUCTION

This chapter presents a general background of the study, background of the organization, objective of the study as well as statement of the problem. The chapter further describes basic research questions, general and specific objectives, significance of the study, scope of the study, limitation of the study, and definition of terms and organization of the paper.

1.1 Background of the Study

As Northouse (2003: page 3) points out, leadership is a process whereby an individual influences a group of individuals to achieve a common goal. From the above definition of the term one can understand that it includes the process by which individuals influence others. The outcome of the process is nothing but achieving a common goal through the commitment and willingness of both leaders and followers. In general, leadership is about relationships. Above all, it is about working with and guiding people in new directions; it is about integrity and trust; achieving the most positive interaction between leaders and followers, customers, employees, shareholders....etc.

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. Effective leadership requires its own essential quality. For instance integrity is one of the important Qualities of effective leadership.

Clawson (1999) maintains that the moral foundation of effective leadership incorporates integrity, which results from four essential values: truth-telling, promise-keeping, fairness, respect for the individual, honesty, Create interpersonal relationships and trust.

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. Openness to change that is a key to what makes a good leader. When we become open to change we could get to choose the kind of change that happens and how it will work for us and our organization. Openness, among others, consists integrity in it. Through openness, we build our personal integrity which implies that our strong internal guiding principles that one does not compromise.

Corporate/Business Integrity takes commitment, honesty, a solid morale code, respect and trust. Commitment means meeting not only the customers' expectations but the employees' as well. Customers and employees also expect honesty from the business's management. Tell what is really going on, leaving out information is considered dishonest. A business needs to meet the moral code of the receiver, not of a CEO or board of directors whose moral codes are unknown to the employee and customer. Act professionally and respect each other; there is no reason to lie in the business world unless you have compromised the businesses moral code. Trust helps business relationships flourish, it is important to remember no matter what type of business relationship, everyone involved is a person.

Organizational success is affected by the organization's relationships with its stakeholders (Freeman, 2005). Indeed, one may argue that an organization's performance, whether financial or social, is intimately tied to the organization's ability to create value for its stakeholders. From the perspective of value creation, it seems very likely that organization-level integrity may be an important factor with respect to organizational performance. High integrity may lead to higher performance as an organization promises and then delivers desirable outcomes.

1.1.2 Impact of leader's integrity in employee job satisfaction and organization success

Effective leadership requires its own essential quality. For instance integrity is one of the important qualities of effective leadership. In exercising leadership, openness fosters integrity and dedication of the leader to achieve the targeted goal. By dedication, it is to mean that the leader spends all of his time to accomplish the targeted objective being a model for others. Through openness, there is free flow of information among leaders and followers, including the public at large. Because, leaders are there to serve the public at large. Relating it to Good Governance, the Public has a right to access information and to have a say about what the leaders do on behalf of the public at large. Here one thing that should be taken into account is that the

leader should have to be cautious not to disclose confidential information. Integrity can be also manifested through transparent working systems and procedures. That is to say decisions taken and their enforcement are done in a manner that follows rules and regulations. It also means that information is freely available and directly accessible to those who will be affected by such decisions and their enforcement. It also means that enough information is provided and that it is provided in easily understandable forms and media

The research attempts to fill the gap of literature related to this topic by studying the situation at FE construction plc and to provide additional empirical evidence that implies the impact of integrity on organizational success and employee performance by investigating and measuring the possible relationships between the two variables in this study which are leader's integrity and organizational performance. And also evaluate the impact of moral issue of leaders integrity in the selected business sector.

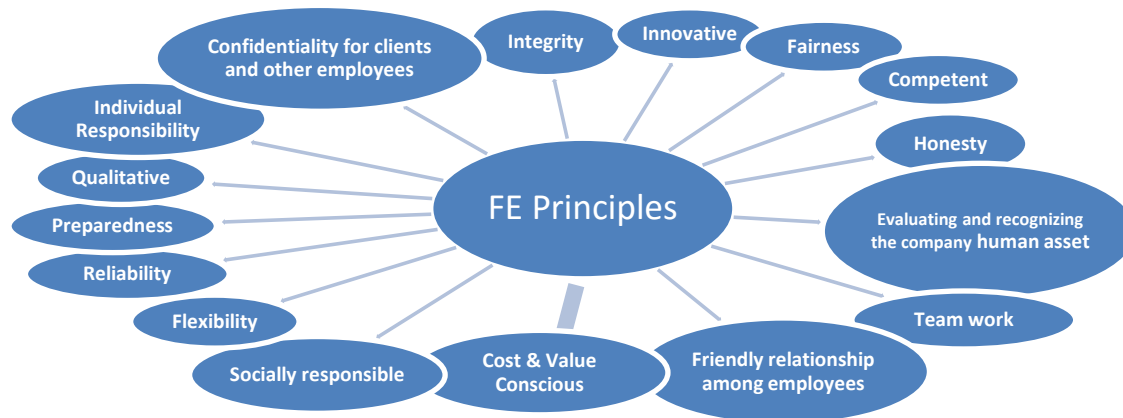
1.2 Background of FE construction plc

FE Construction plc. : - is an Ethiopian construction company with a total capability across the spectrum of building and civil engineering construction works, including Design and Supervision works (turnkey project). It is a full service general construction firm established in 2000 EC. They are specializing in building & related works construction. Since inception, they have completed many projects. Their service range is typically throughout Ethiopia. Occasionally, they venture even further depending on the type of work and the client. The way they run their business is very straightforward. They have conducted a high quality job and provide all their customers with good service, treating their property with respect. They are reliable and competitive with their pricing. It's the way they've managed to grow and develop their business over the years.

They recognize that their activities will always have an impact on the society but they endeavor to minimize the negative impacts wherever possible at the same time they will try to increase its positive impacts like to employ them in their company. Through a review of the practices in their head office, production department and on construction sites they have developed documented procedures and checklists to manage their social objectives.

Their Vision is to be the first customer preference for all construction types of works in Ethiopia and Competitive actor undertaking all types of construction work in East Africa & to participate on the Country's Socio-economic development without reservation by delivering ethical, reliable and quality construction service in a timely and cost effective manner thereby giving maximum satisfaction to all stakeholders.

The company and its employees will be guided by the following principles:



Human Resource

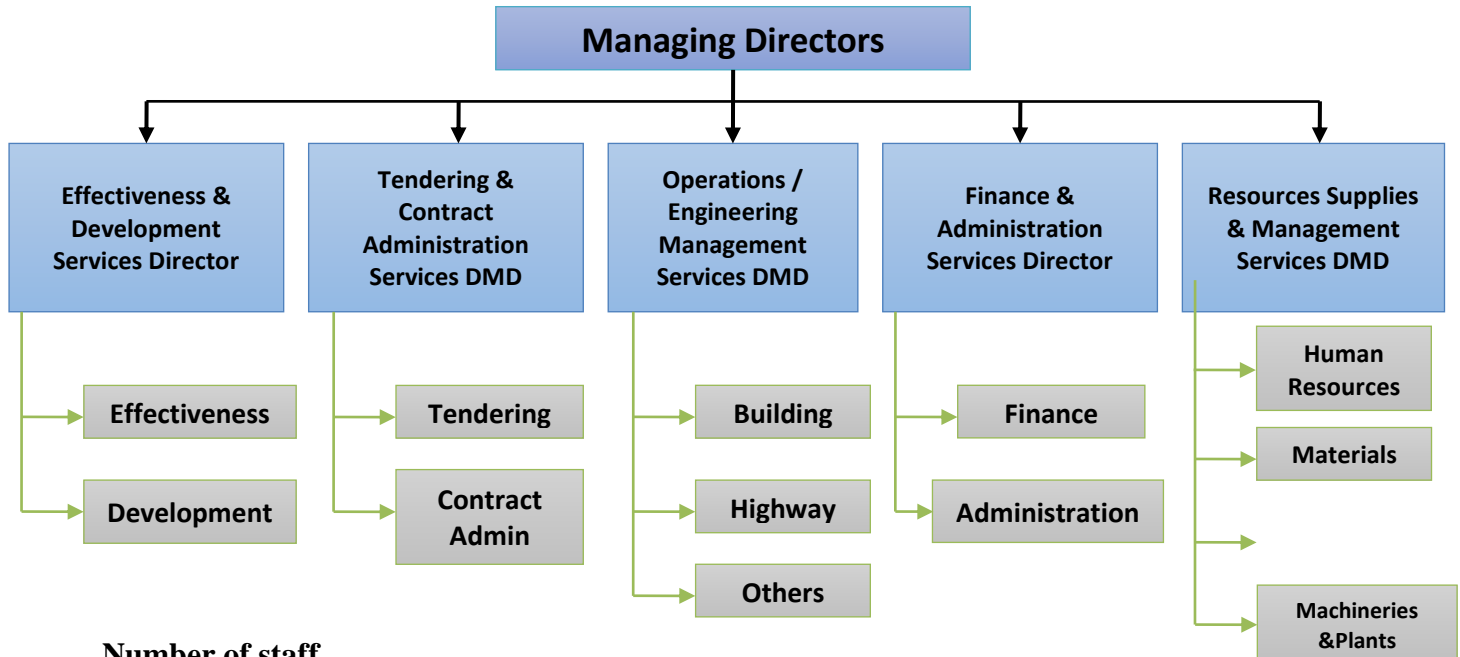
Key Management Staff

The work force consists of project managers, project coordinators, site superintendents, engineers, technicians, accountants, and administrators. The average age of employees is 37. About 30 percent of the employees are female, working mostly in the office and also on site. All employees work full time.

In 2008, the company's payroll was over 2.3 million Br., plus 10 percent in benefits such as performance based incentives, bonuses, Employment Insurance, and other. The employees at FE Construction are well educated. In 2009, 12 percent had masters of Science degree, 55 percent had bachelor degree, and the rest had university diploma, certificates, and College graduates.

The company is very aware of the importance of training and education and provides about 30Hrs of training per employee each year. In the end of last budgeted year Sene 30, 2009, the company spent 75,000Br. on employee training on Kaizen based stock management system for all projects and head office logistic officials and project store keepers, computer based construction site management for head office engineers, Project planning and monitoring

technique for project office engineers . Although not a stated policy, the company will consider paying the tuition of employees pursuing a degree or masters in a work-related subject at recognized institution. Refer the organizational chart below for further details.



Number of staff

Average manpower	2005		2006		2007		2008		2009		2010		2011	
	Overall	Specialists in Technical area	Overall	Specialists in Technical area	Overall	Specialists in Technical area	Overall	Specialists in Technical area	Overall	Specialists in Technical area	Overall	Specialists in Technical area	Overall	Specialists in Technical area
Permanent	273	21	387	26	479	31	550	35	620	93	710	120	920	200
Temporary	890	8	1220	12	1350	17	1700	21	2100	13	2600	11	2400	15
TOTAL	1163	29	1607	38	1829	48	2250	56	2720	106	3310	131	3320	215

What makes the company weak? (Based on self-observation): The company does set out an employment policy which directly supports the above vision Statement: FE Construction plc. But doesn't apply it to ground (they don't use it for real there is no proper selection and employment process. Rather they bring/use their own people. Also they don't value people/employee based on performance and their skills and contributions, rather they value based on owners self-interest.

NO	Project Name	Name of the client & contact Name	Type of work performed & year of completion	Value of Contract
	Construction of 2 Administration b/dg, 1 Dormitory & kitchen b/dg at bulehora University	BuleHora University	Administration b/dg, Dormitory & kitchen b/dg	435,250,450.36
	Construction of waste water treatment and 7 teachers residence at bulehora University	BuleHora University	waste water treatment and teachers residence	367,000,000.00
	Construction Of Student Lounge, Garment Eng. Laboratory, Lecture Hall Textile Laboratories, Fashion Design Class Room & Office At Bahir Dar University Eitex(Lot-Vii)	Bahir Dar University	Student Lounge, Garment Eng. Laboratory, Lecture Hall Textile Laboratories, Fashion Design Class Room	417,234,477.34
	Construction of Archive Building 2B+G+8	National Archives and Library Agency	Mixed Use	202,485,293.50
	Construction of Archive Building 9+13	National Archives and Library Agency	Mixed Use	88,662,219.99
	Construction of Bole Ayat 40/60 G+10 &G+8	Saving Houses Development Enterprise	Condominium House	168,554,751.43
	Construction of Administration Building at ASTU	Adama University	Administration b/dg	85,630,147.14
	Construction of Seminar building	Dire Dawa University	Seminar b/dg	12,361,994.32
	Construction of Central Library	Dire Dawa University	Central Library	11,477,221.09
	Construction of Main Gate and Fence	Dire Dawa University	Main Gate and Fence	51,829,735.44
	Construction of Fence	Dilla university	Fence work	31,656,368.57
	Construction of Administration Building	Dilla university	Administration Building	136,681,527.99
	Construction of Sendafa Police College water supply	Federal Police Commission	Water supply work	51,377,399.78
	Construction of Hawassa Airport Passenger Terminal Building	Ethiopian Airports Enterprise	Passenger Terminal b/dg	126,534,721.06
	Construction of Clinic	Arbaminch University	Clinic b/dg	106,293,875.52
	Construction of office building work (Geophysics)	Addis Ababa University	Office b/dg	217,068,248.14
	Construction of 2B+G+8 opd building in AAUCHS, Black lion Specialized Hospital compound	Addis Ababa University	Hospital building	358,679,135.71
	Pharo foundation Girls boarding school	Pharo foundation	School building	53,444,511.53
	Construction of class Rooms	Bahir Dar University	Class room buildings	193,951,403.85
	KonsoYabello road upgrading Project Main contractor: CTCE Engineering Group Sub-contractor: FE Construction PLC	Ethiopian Road Authority	Road upgrading project	22,032,539.69

FOR THE CONSTRUCTION OF G+2 Mekele Branch Office and Laboratory Building Project AT Mekele CITY	Ethiopian Conformity	Branch Office and Laboratory Building Project	50,860,785.0135
Construction of Jima tele	Ethio tele	Tele building	247,947,372.79
Construction of Kality Bus terminal	Federal transport Authority	Bus terminal building	445,090,554.28
Construction of B+G+10 building	Federal housing corporation	Mixed use building	351,082,658.58
Design and build waste water treatment plant	Federal Police Commission	waste water treatment	277,320,619.76
Construction of Staff residence	Diredawa university	Staff residence building	609.569,014.01

COMPETITIVE ADVANTAGES

1. Extensive experience and consequent reputation in building and Gravel road construction works.
2. Modern and diversified machineries & equipments with well-equipped central workshop.
3. Devoted and committed work force.
4. Continuous focus on internal and external training for its employees to enhance their skill and knowledge.
5. Very effective and efficient organization structure with inbuilt flexibility to accommodate changes for the future challenges of the construction industry, to execute companies laid out business plan.
6. Proactive logistics system established to meet construction materials and equipment spares demand.
7. Determined and working fiercely to establish Quality and Environmental Management System.
8. Exclusive experience of working with different giant international partners as sub-contractors and joint venture based construction works.

1.3 Statement of the Problem

As Northouse (2003: page 3) points out, leadership is a process whereby an individual influences a group of individuals to achieve a common goal through one's own behavior/character/quality.

Integrity is one of the important Qualities of effective leadership. It is the moral foundation of effective leadership, which results from four essential values: truth-telling, promise-keeping, fairness, and respect for the individual. Clawson (1999).

Craig & Guftafson (1998) stated that leader's integrity is crucial in leadership; strongly associated to subordinate job satisfaction and employees faithfulness in their job. When employees face job dissatisfaction, they may leave the organization, leaving a depressing impact on the organization. Since, leadership quality may directly affect the satisfaction of an employee, which will eventually lead to job commitment. When leaders acknowledge the work of their employees, they provide their services as role models of encouragement. These relationships provide a pleasing and safe functioning environment. In order to know the effect of leadership quality and employee job commitment for the organization success, a positive relationship between a leader and employee results in a positive impact on the employee job commitment. The relation between the leadership quality and employee job commitment for organization success is a vital theme to study because it will assist the leadership of organizations and the effect of quality, like integration/honesty, on the employee job commitment and for organizational success.

Different studies have investigated the issue related to relationship between integrity in organization, and its effect toward workers But the research done have focused in relationship between leadership with employee integrity and ethics (Perry, 2002; Storr, 2004; Bello, 2012).

Perceptions of leadership character and behavior are used to judge the effectiveness and integrity of a leader (Storr, 2004). Integrity was discussed to have relation with counterproductive behavior (Martinko, Gundlach, & Douglas, 2002).

On the other hand, Ethiopia is less concerned about the integrity of leader in organization and its effect toward workers and carried out no researches done (scarce) research toward it and from the researcher observation. Research on leader's integrity in this study sought to explore its impact on employees and organizational performance in selected organization in Ethiopia (FE construction plc). This research tries to understand how leader's integrity influence employee in this selected organization.

1.4 Research Questions

This study is to investigate the effect of integrity on employee's satisfaction and success of organization and develop a conceptual framework.

Questions that are related with the study include:

1. What are the importance of leader's integrity and its effect on employee's job satisfaction in an organization?
2. What are the impact of integrity on employee's job satisfaction and performance of the organization?
3. What are the problems of integrity and its effect on employees in organization?
4. What are the possible solutions to counter-attack integrity problem and its effect on employee's job satisfaction and performance of the organization?

1.5 Objectives of the Study

Focus on the issues of the leader's integrity and its importance at the corporate level in creating a culture of integrity. Leaders that have integrity build trusting relationships with others. At the corporate level it takes individuals of integrity to develop a consensus around shared values. As this consensus builds, the corporation develops a culture of integrity. A culture of integrity creates a highly valued work environment; it impacts the leader's integrity of corporate; and it provides a foundation for solid long-term organizational performance.

1.5.1 General Objective

The general Objective of the study is to investigate the impact of leader's integrity on employee job satisfaction & organization success in the selected business sector FE construction plc and develop a conceptual framework.

1.5.2 Specific Objective

The specific Objective of the study is:

1. To assess the importance of leader's integrity and its effect on employee's job satisfaction in an organization.
2. To assess the impact of leader's integrity on employee's job satisfaction and performance of the organization.
3. To describe the problems of leader's integrity and its effect on employees in organization.
4. To identify the possible solutions to counter-attack leader's integrity problem and its effect on employee's job satisfaction and performance of the organization.

1.6 Significance of the study

This research is aimed to study leader's integrity and its effects on employee in FE construction plc. The outcome of this study can be used significantly

1. To add on to knowledge practice in providing information and enhancing the reader's knowledge on the issue of leader's integrity that are investigated in this study.
2. Used to help leaders in an organization to cope with integrity problem that affected its performance.
3. Managements can make use the findings of the study to create a productive employee and a workplace free of corruption and an ethical behavior.
4. It will result in an effective and successful practice in improving employee weakness in implementing integrity in their jobs.
5. The outcome of the study can enhance the awareness organizational management on the factors that should be considered in implementing leader's integrity program in workplace.
6. The managements could use it to uphold the effectiveness of leader's integrity setting in organization.
7. To add to the existing, scarce research on the topic and used as a reference for other researchers and other interested individuals on this topic.
8. To create a starting point that would allow leaders in all sectors to better understand the most important leaders quality i.e. integrity and create trust with their followers.
9. To create a starting point that will help leaders integrate to and better manage their followers and organization performance.

1.7 scope of the study

1.7.1 Geographical Scope

The study is limited to investigate the impact of leader's integrity on employee commitment & organization success conducted in a single private construction company context (FE construction plc). The population of the study was delimited to Addis Ababa at head office level. The researcher choose on Addis Ababa head office level because most of the leaders and owners are at head office so there is access to reliable data and also according to the situation of (covid-19) the difficulty of data collection from other project sites which is closed because of the situation and no access to get the data.

1.7.2 Methodological scope

The study used both descriptive and explanatory and the study only included data collection from the participants of the study through questionnaires that were distributed through Google docs and administered to them. The study relied on quantitative approach. In terms of sampling technique this study was carried out by using probability sampling technique .i.e. stratified random sampling method for selecting the respondents.

1.7.3 Theoretical scope

The dependent variables are limited to effective performance of the organization which is measured by employee satisfaction, employee productivity and turnover rate. The independent variables are limited to some leaders integrity characteristics like; Honesty In All Things, Taking Responsibility For followers Actions, Showing Respect To Everyone, Conveying True Kindness, free from Corruption/ favoritism, Fraud, proper use of authority, free from Sexual harassment, free from employee discrimination, Doing The Right Thing & Appropriate selection and process of employees.

1.8 Limitation of the study

According to Simon, K.& Goes, J.(2013) limitations are matters and occurrence that raise in a study which are out of the researcher's control.

There is scarcity of studies and literature on leader's integrity and organizational performance. The study conducted in a single private construction company context (FE construction plc). The data collected and analyze from a stratified random sampling method from the population of FE construction plc. Hence, the results from this study only represent the involved organization as different organization will have different feature and climates of integrity practices. And also the sample size was small to analyze multiple regression method of analysis so; there might be a limitation of reliability and generalizability of the data obtained into a general view on the leader's integrity and its impact toward employee's satisfaction and success of the organization. Plus, this study is based on the perception of the selected employees, Therefore, the outcome on perception towards the problem of leader's integrity and its effect on employee's satisfaction and performance of the organization might misinterpret the actual problem of integrity.

1.9 Organization of the Study

The study comprises five main chapters. Chapter one is devoted to the general introduction covering the background of the study, the statement of the problem, the objectives, signification, scope, limitation and how the research was organized. Chapter two is mainly concerned with the review of related literature on leader's integrity and its impact on employee job satisfaction and organization performance. Chapter three provides the methodology that was applied to achieve the research objectives including primary data and method of analysis. Chapter four covers the analysis and presentation of data. This chapter discusses the result obtained in accordance with the research questions. Finally, chapter five deals with conclusions of the finding and recommendations forwarded.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

Literature is the leading sources of ideas for conducting a research. This chapter reviews the related literature. Therefore, this chapter discuss about issues related with the study from literature, the relevant theories that support the study, past study and also summary of the chapter.

2.1.1 Leadership

As Northouse (2003 :) points out, leadership is a process whereby an individual influences a group of individuals to achieve a common goal. From the above definition of the term one can understand that it includes the process by which individuals influence others. The outcome of the process is nothing but achieving a common goal through the commitment and willingness of both leaders and followers. In general, leadership is about relationships. Above all, it is about working with and guiding people in new directions; it is about integrity and trust; achieving the most positive interaction between leaders and followers, customers, employees, shareholders....etc.

2.1.2 Integrity

Integrity is an internalized set of values and principles that function as norms and standards that one lives by and that direct aU one's action and decision (Barnard et. aI, 2002).

(Audi & Patrick, 2006) stated that integrity in its wide, integrational sense is known as the key notion to reinforce the clearer and familiarity of any that represents the day-to-day working standards of morality. However, it may use as a substitute for some other notion like honesty which also may cause it to become less clear than the ~ncept it replaces. While, integrity in the wide, integrational sense is crucial in upholding good character and moral act; but at the same time, draws to integrity in the sense of morally sound character, are not by themselves a

sufficient guide for the specification of character traits or type of action that are the major structure of moral life both in organization.

Palanski and Yammarino (2007) concluded, after reviewing the integrity literature, that integrity means many things, including word/action consistency and being honest.

Martin (1998) says “Trust is at the root of all great leadership” (p. 41). Indeed, trust is a very crucial foundation in working environments, not least because employees must trust each other to work together effectively (Dirks & Ferrin, 2002; Kramer, 1999). At the very least, leaders must have subordinates who trust them to fulfill their task of ‘leading’ (Dirks & Ferrin, 2002).

At the individual level, integrity is more than ethics; it is all about the character of the individual. It is those characteristics of an individual that are consistently considerate, compassionate, transparent, honest, and ethical. The characteristic of trust is closely associated with integrity. While the definition may seem vague, we characterize individuals with integrity as individuals that we can count on to do consistently what is “right” and what is expected of them. They are reliable and predictable in dealing with others and with issues, and they are defenders of what is fair, just, and acceptable. In the Turknett Leadership Character Model, developed by psychologist Dr. Robert Turknett, integrity is the foundation of the model, and without integrity, no leader can be successful. The Turknett Leadership Group notes that individuals of integrity will not twist facts for personal advantage; they are willing to stand up for and defend what is right; they will be careful to keep promises; and they can be counted on to tell the truth. In their model, integrity is the foundation of leadership and it involves a careful balance between respect and responsibility (Turknett, n.d.).

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.

The **integrity hypothesis** assumes that individual leaders of integrity can create a consensus around a culture of integrity within a corporation. This culture of integrity, in turn, will create a highly-valued work environment; the corporation will operate with its focus on the long-run good of its customers, employees and investors; and, as a result of this focus, the corporation will excel in terms of financial performance when compared to its peers.

2.1.3 Corporate Culture of Integrity

At the corporate level, integrity refers to the culture, policies, and leadership philosophy. A culture of integrity has to start at the top and be seen in the conduct and activities of the executives. The leadership of the corporation must develop a consensus around shared values. As Kouzes and Posner (2002, pp. 79-80) point out, the development of shared values improves the work environment and productivity:

- It strengthens personal effectiveness, corporate loyalty, and ethical behavior
- It fosters team work, corporate pride and consensus

Corporations that have these values outperform other firms by a wide margin in terms of revenue growth, job creation, stock price and profitability (Kouzes and Posner, pp.80-81). It is important for an individual to search for an employer with similar values. This match will be a key factor in one's ability to grow professionally and gain experience. As Quigley (2007) has pointed out, the culture of integrity may be far more important than the starting salary in one's quest for personal and professional fulfillment. He notes that;

Corporations with a culture of integrity:

- Offer support to employees through colleagues and processes in place; consultation with other is seen as a strength rather than a weakness, and
- Supports a work-life balance as it reduces job stress, balances one's perspective, and
Contributes to job satisfaction (Quigley, 2007, p. 15).

When we have "trust" in our dealings with a corporation it is usually because the leadership of the company has created a culture of integrity.

2.2 Conceptual framework

(Barnard, Schur ink, & Beer, 2002) founded that in providing a sound theoretical basis for the development of psychological tools and interventions that able to strengthen integrity in an organizational context, it is a must to understand human behavior with integrity in the work context. The conceptual framework provides a foundation for the development of assessment,

training and interventions program that improve employee integrity in workplace. Leading with integrity Storr (2004) stated that, effective leadership correlates with integrity and the presence of integrity improve organizational effectiveness. Perception of Civil Servants on the Knowledge of Integrity and Corruption Level in Three State Agencies in Terengganu, Malaysia Iskandar et al. (2010) stated that younger age employee were less knowledgeable on the rule and procedure which led to them being in the state of being unsure about integrity in public sector. In turn, corruption level in Malaysia was high. It therefore can be stated that younger age was inversely related to perception on the knowledge of integrity, corruption and quality of service delivery.

The general idea from the past literature is that there is a relationship between leader’s integrity and organizational performance. Based on the literature presented above, the following conceptual framework of the study has been developed.

Figure 2.1 Conceptual Framework of Independent variables and Dependent Variable with respect to internal organizational environment.

INDEPENDENT VARIABLES

DEPENDENT VARIABLES

LEADERS INTEGRITY FACTORS

ORGANIZATIONAL PERFORMANCE

- Choosing Honesty
- proper use of authority
- Taking Responsibility For Their Actions
- Showing Respect To Everyone
- Work confidence
- Free from improper gift and favor
- Listening followers idea
- Sexual harassment
- discrimination
- Doing The Right Thing
- Appropriate selection criteria and process of employees

- Employee productivity
- Employees job satisfaction
- Employees turnover rate(excluding voluntary)

2.3 Empirical /Theoretical Review

Peter Drucker argued that abiding by business ethics and displaying personal integrity are prerequisites for leadership; although ethics and integrity may not ensure effective leadership, Drucker claimed that their absence precluded it (Cohen, 2009). Research on implicit leadership theories, organizational trust, transformational leadership, and leader-member exchange all support this claim. The findings indicate that leaders need to be viewed as having high integrity in order to win the trust of followers, and when leaders are seen as lacking integrity, it harms the trust and relationships needed to build and maintain a team.

2.3.1 Research on implicit leadership theories

Suggests that people have innate cognitive categories they use to evaluate another person's leadership potential (Lord & Maher, 1993). The study shows that the single most important evaluative criterion for deciding whether someone is worth following or not is "honesty," although "fair" and "believable" are also high on the list (Lord, Foti, & De Vader, 1984). Consider, for example, two of the most respected U.S. presidents: Abraham Lincoln is remembered as "honest Abe," and George Washington is said to have "never told a lie." Further, the centrality of honesty in perceptions of leadership applies around the world. The GLOBE study of leadership in 62 cultures found that "trustworthy," "just" and "honest" were universally desired attributes (Den Hartog, House, Hanges, Ruiz-Quintanilla, & Dorfman, 1999). In fact, across all cultures, "trustworthy" was the attribute that followers rated as most important for effective leadership.

2.3.2 Research on organizational trust

Emphasizes the importance of managerial trustworthiness (Shockley-Zalabak, Ellis, & Winograd, 2000). Analysis of this literature shows that the degree to which employees trust their direct supervisor is correlated with job satisfaction, job performance, and exercising discretionary effort (Dirks & Ferrin, 2002). There were also effects for trust in management in general, but they were small compared to the effects of trust in direct supervisors. The authors speculated that trust in one's boss may be the strongest determinant of employee outcomes in the workplace.

2.3.3 Research on transformational leadership

The study also highlights the role of integrity. Transformational leadership emphasizes a collective vision, considers the needs of individual followers, and helps them align their self-interests with collective interests. In his original formulation of the concept, Burns (1978) emphasized moral development. Bass and Steidlmeier (1999) argued that transformational leadership depends on the character of leaders, the values reflected in their visions, and the morality of their methods. Indeed, followers' perceptions of transformational leadership are closely related to their perceptions of a leader's integrity (Parry & Proctor-Thomson, 2002).

2.3.4 Leader-member exchange (LMX) theory

The study proposes that, in effective groups, leaders and followers develop relationships based on mutual trust and respect (Dansereau, Graen, & Hagan, 1975). Analysis confirms that the stronger the relationship, the more positive are follower outcomes such as motivation, commitment, and performance (Gerstner & Day, 1997). LMX theory is derived from social exchange theory (Blau, 1964), which maintains that people remain in relationships only if they feel what they receive from a relationship is proportional to what they put into it. Subordinates' sense of being treated fairly is the core of the concept of engagement. When subordinates think they are not treated fairly, they will get even—by withholding effort, by theft and sabotage, or by leaving the relationship and/or the organization (Greenberg, 1990).

2.3.5 Personality Theory and the Measurement of Integrity

Gordon Allport (1937) and the moral philosophers agreed that issues of integrity are linked to personality. Allport explicitly stated that character reflects an evaluation of one's personality. Similarly, whether philosophers analyze principled behavior, the impact of behavior on other people, the motives for behavior, or the virtues displayed in behavior, they are also concerned with evaluating characteristic patterns of social behavior.

There is a connection between personality psychology and integrity testing. The integrity tests commonly used for pre-employment screening do not measure integrity directly; rather, they measure a combination of the three dimensions of the Five-Factor Model of personality that reflect socialization: Conscientiousness, Agreeableness, and Emotional Stability (J. Hogan & Ones, 1997).

Although these tests predict counterproductive work behavior (Ones, Viswesvaran, & Schmidt, 1993), they do not measure counterproductive behavior. Moreover, there is a question about how well integrity tests work with leaders (Howard & Thomas, 2010). As the head of assessment for a major executive search firm put it, “I have not found (integrity questionnaires) to be frequently used for senior executives. Many of these existing integrity questionnaires are more “junior” in their focus and attend to items such as stealing staplers and other office products” (Stamoulis, 2009, p. 92). Our approach to using personality psychology to assess integrity does not rely on the adoption of established methods for measuring personality. Rather, we use personality theory to identify optimal conditions for measuring the integrity of managers. Our approach draws on the concepts of reputation, the dark side of personality, and the influence of “weak” situations on the expression of dark-side tendencies.

Table 2.1. Overview of empirical studies linking leader’s behavioral integrity to other variables

Construct	Illustrative Study/ Studies	Sample Size	Observed Correlation
Job satisfaction	Ryncarz, 1997a	44	0.69
Trust in supervisor	Narasimhan, 2007	165	0.20
Effect toward organization	Way, Simons, & Tuleja, 2010	76	0.23
Turnover	Robinson & Rousseau, 1994a	128	0.32

Source: Simons, T., Tomlinson, E. C., & Leroy, H. (2011). *Research on behavioral integrity*

2.4 Finding from Past Studies

The past researches results that every organization contains a sizable number of managers capable of breeding mistrust and disengagement among employees and harming their organizations. (Kaiser & Hogan, 2007; Padilla et al., 2007).

Organizational Justice and Ethics Program Influences on Employees' Harmful and Helpful Behavior Trevino & Weaver (2001) argue that unethical behavior is lower if the employee believes the organization generally treating people fairly. Integrity in Organizations: Beyond Honesty and Conscientiousness. Becker (1998) founded that individual with high integrity are

more rational, honest and independent as they understand that acting on such principles gives greater self-esteem, long term survival and well-being. Also, they are more innovative and productive as such values act as the central of their life purpose. Motivation and ability are useless without integrity as individual tend to deceive and evade in their job using his/her skill. Becker (1998) discussed about objectivist finding of integrity, it is founded that people lack of integrity due to the factor of not everyone is rational, desires that are not consistent with moral values and succumb to social pressure. Perceived leader integrity scale: an Instrument for assessing employee perceptions of leader integrity. Craig & Guftafson (1998) stated that ethical integrity is crucial in leadership. The leader should be perceived by underlings as displaying integrity coherent with their expectation and implicit leadership theories. Despite of their awareness of their co-worker are treated ethically, the employees impression of their leaders integrity are based significantly on their experience. Also, it is found that integrity perceptions are strongly associated to subordinate job satisfaction and employees faithfulness in their job.

2.5 Research Hypothesis

In order to answer the research questions and achieve the objectives of the study, the following hypothesis is developed and will be tested in this research to verify the under listed hypotheses.

- ✓ Storr (2004) stated that, effective leadership correlates with integrity and the presence of integrity improve organizational effectiveness. **So there is a positive relationship between leader's integrity and Organizational performance.**
- ✓ Craig & Guftafson (1998) stated that ethical leader's integrity is crucial in leadership; integrity perceptions are strongly associated to subordinate job satisfaction and employees faithfulness in their job. **So there is a positive relationship between leader's integrity and employee's job satisfaction.**

CHAPTER THREE

RESEARCH METHODOLOGY

The purpose of research was to investigate the Impact of leader's integrity on organization success. Under this chapter the research design, approach and methodology used in the study are presented. This includes the research design, approach, population target and sample size and technique, the data sources and types, and data collection instrument used in the data analysis are discussed.

3.1. Research Design

The purpose of research was to investigate the Impact of leader's integrity on organization success. Descriptive and explanatory research designs were used in this study since it is most suitable due to the characteristics and the purpose of the study.

3.2. Research approach

In order to answer the research question, quantitative approach will be used. There are 3 types of research approaches namely; qualitative, quantitative, and mixed approach (Creswell, 2014). According to Kumar (2005), when the goal of study is to find the relationship among variables, quantitative approach is usually utilized. This study utilizes quantitative approach as the objective is to determine relationship between dependent variable organizational performance and independent variable leader's integrity.

3.3. Population target

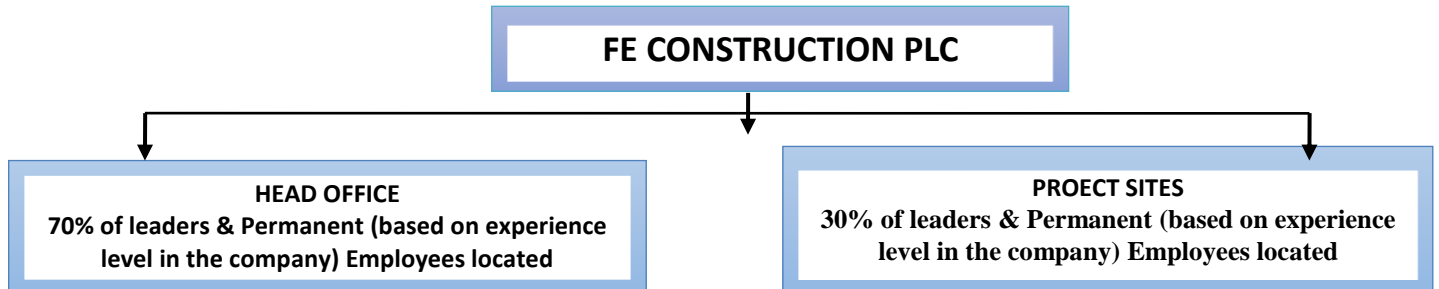
FE construction plc is selected for the study; since the research objective was to measure the impact of leader's integrity from the view of the employees. The target population of the study was permanent employees of FE construction plc delimited to Addis Ababa at head office level. The researcher choose on Addis Ababa head office level because most of the leaders and owners are at head office so there is access to reliable data and also according to the situation of (covid-19) the difficulty of data collection from other project sites which is closed because of the situation and no access to get the data.

3.4. Sampling size and technique

3.4.1 Sample Size

Since the total population of the study is known the researcher used stratified random sampling. The researcher divides the population into two strata's.

Fig 3.1 population of strata's



With stratified sampling, researcher choose randomly a sample from the most experienced and most of leaders are sited group which is (70% of leaders & Permanent Employees located at head office level in this population we have 56 employees respectively (see Figure 6.3). This results a sample size of 56 people for the study.

3.4.2 Sampling Technique

The study used stratified random sampling method to determine the sample size because according to the situation of (covid-19) the difficulty of data collection and access to reliable data, from the total population for this study conducted only on the permanent employees at head office level, All employees under all departments (purchasing, food and beverage, procurement and contract, finance, human resource and engineering departments) were included. From the total population of employees of FE construction plc there are 56 employees At Addis Ababa head office, Only 48 employees were responded the questionnaires. As a result, from all departments, 56 employees were selected and included in the study.

3.5. Source of Data

There are two sorts of sources when collecting data; primary and secondary data sources. Primary source are collected via questionnaires distributed to the respondents through Google docs. On the other hand, secondary data contains relevant data that has been collected for a special purpose, collected from literature reviews, official websites, books and journals, researches done in the past and researcher own observations and asking simple questions from volunteer employees to minimize the bias from researcher observation.

3.6. Data Collection methods

The study conducted on the employees of the selected organization (FE construction plc). Both primary and secondary source of data had been considered. Primary data source is data was collected using the survey questionnaires and Secondary data also collected from literature review, official websites, books and journals. After all the procedures, the questionnaires distributed through Google docs and the respondents had to fill them out. The questionnaire contained two sections: Section I which deals with demographic characteristics of the respondents such as: gender, educational qualification, and length of service within the organization. The responses of the respondents measured using a five point Likert scale where the frequency performance distributed into 5 levels “never”, “sometimes”, “occasionally”, “often” and “always”.

3.7. Measures

The items of the questionnaire were developed on the basis of literature review and studying some previous questionnaires. For better understanding of the relationships among variables, the study explored the relationships of dependent and independent variables. In this study, two types of performance measurement were collected. The first type includes the opinion of the respondents concerning rate of organizational performance and employee satisfaction. The second type is the leader’s integrity.

Variable

1. Dependent Variable

Organizational performance/success is the dependent variable and is measured by

- ✓ Employee productivity
- ✓ Employees satisfaction
- ✓ Employees turnover rate

2. Independent Variables

There are 11 constructs of independent variables identified for determining integrity.

They are:

✓ Leaders integrity

- Choosing Honesty
- proper use of authority
- Taking Responsibility For Their Actions
- Showing Respect To Everyone
- Work confidence
- Free from improper gift and favor
- Listening followers idea
- Sexual harassment
- discrimination
- Doing The Right Thing
- Appropriate selection criteria and process of employees

3.8. Data Analysis

The data collected through questionnaires was analyzed through quantitative, descriptive statistical tools using Statistical Package for Social Sciences (SPSS version 23) software. Simple descriptive statistics such as percentages and frequencies, charts, tables, mean and standard deviation were used to analyze the data collected and ensured easy and quick interpretation of data. These descriptive statistics was used due to their ability to convey information to a good number of people easily because they are relatively simple to understand and interpret than rigorous mathematics to assess the Impact of leader's integrity on organization success, the researcher was used multiple linear regression method to draw important conclusions and recommendations according to the findings. Finally, the findings from the analysis of quantitative data was triangulated and discussed comparatively in chapter five.

A correlation coefficient enables to quantify the strength of the linear relationship between two ranked or numerical variables. This coefficient (usually represented by the letter r) can take on any value between +1 and -1. A value of +1 represents a perfect positive correlation (the two variables are precisely related and that as value of one variable increasingly, values of the other variable will increase). By contrast, a worth of -1 represents an indirect correlation (the two variables are precisely related: however, because the values of 1 variable increase those of the

opposite decrease). Correlation coefficients between +1 and -1 represent weaker positive and negative correlations, a worth of 0 meaning the variable are perfectly independent. Within business research it is extremely unusual to get perfect correlation (Mark, Philip & Adrian, 2016).

3.9. Research Ethics

The study addressed ethical consideration of confidentiality and privacy; this includes using proper Citation, providing Information to the respondents for the purpose of the study. While administering the questionnaire a guarantee was given to the staffs of 'FE' that their names should not be revealed in the questionnaire and research report. Since the research is focused on subordinates as target groups and they are the one who examine the integrity/honesty of their leaders, their responses remained anonymous apart from being linked to a particular leader. Moreover, participants received a verbal and written description of the study and informed consent was obtained before the survey. The participation on the study was on voluntary basis and the responses were confidential. Finally a copy of the final report could be given to the organization if necessary.

3.10. Reliability And Validity

3.10.1 Reliability

To ensure reliability of the study, variables are comprehensively defined. This also helped to reduce misunderstandings thus increase the reliability of the measuring instruments. Moreover, triangulation of results employed to ensure reliability of the data collected. Thus, all the data acquired from the employees of the company compared and cross checked.

This method is used to measure the reliability of the questionnaire between variable and the mean of the whole fields of the questionnaire. The normal range of Cronbach's coefficient alpha (α) value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency (George and Mallery, 2003)

Table 3.1

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.228	.228	2

3.10.2 Validity

Validity is the extent to which a test measures what it set out to measure and reliability is the extent to which a test can consistently measure something. The need for validity applies to all stages of a research project including design, data collection and analysis. External validity is concerned with the generalizability of the findings of the research and is the main criterion for deciding the quality of the populations and samples selected for the study (Saunders et al., 2009). Internal validity has to do with the extent to which the research design and data collected are able to adequately address the research questions.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATIONS

In this chapter, discusses the results of the study. Data gathered through questionnaire are presented, analyzed and interpreted by using SPSS software Version 23. The demographic analysis was conducted using frequencies and percentages. Descriptive analysis was conducted to examine the mean and standard deviation of the dependent and independent variables. Regression analysis was also used to explain how much factors that affect leader's integrity had an effect on the dependent variable (organizational outcome and Employee performance).

a. Response Rate of Respondents

To collect data, 56 questionnaires were distributed to employees of FE construction plc at head office to whom they can read and understand the questionnaire. Among the questionnaires distributed to employees (56 questionnaires), the researcher collected 48 properly filled questionnaires in which the response rate is 85.71percent.

b. Demographic Characteristics of Respondents

The frequencies and percentages of the demographic variables of the study are presented in the following table and analyzed.

1.1 Gender of Respondents

As it can be seen from the table 4.1, The demographic data for sex of respondents shows that out of the 48 respondents, 24 respondents are male and 24 respondents are female , both respondents took the equal share of the sample population considered under the study (n=24), which is 50 % of the sample.

1.2 Age of the Respondents

As indicated table 4.1, regarding the age distribution of the respondents, 37 (77.1%) and 7(14.6%) fell in the 26-35 and 36-45 age range respectively, while 4(8.3%) fall in the >25 age range. From the above data, it can be inferred that the majority (77.1%) of the respondents are between the ages of 26 and 35 years, thus this means that the respondents are mostly middle-aged and young.

1.3 Education Background Status

Table 4.1 indicate that 2.1% are PhD holders ,6.3% are college diploma holders and majority of the respondents are first degree holders (BA/BSC Degree) (56.3%) followed by those possessing Master’s Degree (35.4%).

1.4 work experience of Respondents

Table 4.1 indicate that most of the respondents have been working in FE construction plc between 1 to 4 years (52.1%) followed by those of service year between 5 to 10 years (39.6%) and 11 to 15 years (8.3%). Experienced employees who have been working in FE construction plc above 15 years are null (0 %).

Table 4.1: Demographic characteristics of respondents

	Category	Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	24	50.0	50.0	50.0
	Female	24	50.0	50.0	100.0
	Total	48	100.0	100.0	50.0
Age	26-35	37	77.1	77.1	77.1
	36-45	7	14.6	14.6	91.7
	20-25	4	8.3	8.3	100.0
	Total	48	100.0	100.0	
Education Statues	College Diploma	3	6.3	6.3	62.5
	BA/BSC Degree	27	56.3	56.3	56.3
	MA/MBA/MSC Degree	17	35.4	35.4	97.9
	PhD	1	2.1	2.1	100.0
	Total	48	100.0	100.0	
experience	11-15	4	8.3	8.3	8.3
	5-10	19	39.6	39.6	47.9
	1-4	25	52.1	52.1	100.0
	Total	48	100.0	100.0	

Source: Researcher own Survey, 2020

c. Descriptive Statistics for Scale Typed Questionnaires

To determine the impact of leader's integrity on the employee's satisfaction and organizational success in FE construction plc descriptive statistics, by way of mean and standard deviation, was used to analyze the quantitative data.

The mean value measures the average value of all the respondents responded towards of each statement. It calculates the sum of the values divided by the number of values. The implication is that the item with the highest mean is the one that most employees rated highly. While the item with the lowest mean is the one that slightest rate by employees.

Standard deviation also measures the variation and it is based on deviations from the mean of the data values. It described in terms of the deviation of the observations from the means, the variation is small if the observations are bunched closely about their mean, and large if they are scattered over considerable distances. This means an item on the Likert scale with the smallest standard deviation implies that employees gave a similar answer to that items compared with the others and vice versa.

Table 4.2 Descriptive Statistics

	Mean	Std. Deviation	N
employee job satisfaction	3.2131	.35561	48
leaders integrity	3.4965	.35645	48

Table 4.2 presents results of the analysis; the results show that leader's integrity was highly rated with a mean of 3.4 and a standard deviation of 0.36.

Descriptive Statistics

	Mean	Std. Deviation	N
employee job satisfaction	3.2131	.35561	48
honest	2.188	1.2318	48
listens followers	2.063	1.2100	48
practice favoritism	3.292	1.1662	48
unbiased when assigning tasks	3.417	1.1455	48
work confidence]	4.271	.8930	48
makes fun of followers mistakes	4.083	.9187	48
treat better for different ethnic group	2.708	1.2197	48
punishments	4.125	1.0027	48
enjoys turning down requests	4.125	.9138	48
blackmail an employee	4.208	.8742	48
fires people with out areason	4.104	.9507	48
make trouble	3.375	1.4236	48

Opinion of Respondents on Impact of Leaders Integrity on organizational success and employee satisfaction

1=never, 2=little, 3= occasionally, 4=often, 5=always

promotions/rewards

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.0	25	52.1	52.1	52.1
2.0	7	14.6	14.6	66.7
3.0	7	14.6	14.6	81.3
4.0	9	18.8	18.8	100.0
Total	48	100.0	100.0	

Promotions and rewards are based on employee’s performance. Thus on the above table 25(52.1%) responded never happened in the organizations, which followed by 7(14.6%) those responded little.

listens before decision making

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.0	18	37.5	37.5	37.5
2.0	14	29.2	29.2	66.7
3.0	3	6.3	6.3	72.9
4.0	13	27.1	27.1	100.0
Total	48	100.0	100.0	

Managers (leaders) listens others (employees) ideas before making any decisions. Thus on the above table 18(37.5%) responded never listens in this organizations, which followed by 14(29.2%) those responded little.

open to suggestions

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.0	12	25.0	25.0	25.0
2.0	18	37.5	37.5	62.5
3.0	2	4.2	4.2	66.7
4.0	16	33.3	33.3	100.0
Total	48	100.0	100.0	

Managers (leaders) are open to suggestions of others (employees). Thus on the above table 12(25%) responded never been open in this organizations, which followed by 18(37.5%) those responded little open.

take responsibility for followers

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.0	26	54.2	54.2	54.2
2.0	8	16.7	16.7	70.8
4.0	14	29.2	29.2	100.0
Total	48	100.0	100.0	

Managers (leaders) take responsibility for others or their followers (employees). Thus on the above table 26(54.2%) responded never take responsibilities for their followers in this organizations, which followed by 8(16.7%) those responded little (take little responsibilities).

respect employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.0	21	43.8	43.8	43.8
2.0	14	29.2	29.2	72.9
4.0	13	27.1	27.1	100.0
Total	48	100.0	100.0	

Managers (leaders) respect others or their followers (employees). Thus on the above table 21(43.8%) responded never respect their followers in this organizations, which followed by 14(29.2%) those responded little respect.

honest					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.0	19	39.6	39.6	39.6
	2.0	14	29.2	29.2	68.8
	3.0	2	4.2	4.2	72.9
	4.0	13	27.1	27.1	100.0
	Total	48	100.0	100.0	

Managers (leaders) are honest to their followers (employees). Thus on the above table 19(39.6%) responded never been honest to their followers in this organizations, which followed by 14(29.2%) those responded little

listens followers					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.0	21	43.8	43.8	43.8
	2.0	15	31.3	31.3	75.0
	4.0	12	25.0	25.0	100.0
	Total	48	100.0	100.0	

Managers (leaders) listen to their followers (employees). Thus on the above table 21(43.8%) responded never listens in this organizations, which followed by 15(31.3%) those responded little

favoritism					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.0	4	8.3	8.3	8.3
	2.0	8	16.7	16.7	25.0
	3.0	13	27.1	27.1	52.1
	4.0	16	33.3	33.3	85.4
	5.0	7	14.6	14.6	100.0

Managers (leaders) experience favoritism between their followers (employees). Thus on the above table 25(52.1%) responded often in this organizations, which followed by 6(12.5%) those responded always

unbiased when assigning tasks

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.0	4	8.3	8.3	8.3
2.0	3	6.3	6.3	14.6
3.0	20	41.7	41.7	56.3
4.0	11	22.9	22.9	79.2
5.0	10	20.8	20.8	100.0
Total	48	100.0	100.0	

Managers (leaders) unbiased when assigning tasks to followers (employees) Thus on the above table 20(41.7%) responded often in this organizations, which followed by 10(20.8%) those responded always.

work confidence

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3.0	14	29.2	29.2	29.2
4.0	7	14.6	14.6	43.8
5.0	27	56.3	56.3	100.0
Total	48	100.0	100.0	

Managers (leaders) have high work confidence. Thus on the above table 27(56.3%) responded always (have confidence) in this organizations, which followed by 14(29.2%) those responded often.

makes fun of followers mistakes

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3.0	18	37.5	37.5	37.5
4.0	8	16.7	16.7	54.2
5.0	22	45.8	45.8	100.0
Total	48	100.0	100.0	

Managers (leaders) make fun of follower's (employee's) mistakes instead of coaching them to do their job better. Thus on the above table 22(45.8%) responded always in this organizations, which followed by 18(37.5%) those responded often.

treat better for different ethnic group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.0	9	18.8	18.8	18.8
	2.0	17	35.4	35.4	54.2
	3.0	1	2.1	2.1	56.3
	4.0	21	43.8	43.8	100.0
	Total	48	100.0	100.0	

Managers (leaders) treat followers (employee's) better if they belonged to a different ethnic group. Thus on the above table 21(43.8%) responded occasionally in this organizations, which followed by 17(35.4%) those responded little.

punishments

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.0	1	2.1	2.1	2.1
	2.0	1	2.1	2.1	4.2
	3.0	12	25.0	25.0	29.2
	4.0	11	22.9	22.9	52.1
	5.0	23	47.9	47.9	100.0
	Total	48	100.0	100.0	

Managers (leaders) use punishments to hold subordinates (followers) responsible for their actions. Thus on the above table 23(47.9%) responded always in this organizations, which followed by 12(25%) those responded often.

enjoys turning down requests

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.0	1	2.1	2.1	2.1
	3.0	14	29.2	29.2	31.3
	4.0	11	22.9	22.9	54.2
	5.0	22	45.8	45.8	100.0
	Total	48	100.0	100.0	

Managers (leaders) enjoys turning down employee’s requests Thus on the above table 22(45.8%) responded always in this organizations, which followed by 14(29.2%) those responded often.

blackmail an employee

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.0	14	29.2	29.2	29.2
	4.0	10	20.8	20.8	50.0
	5.0	24	50.0	50.0	100.0
	Total	48	100.0	100.0	

Managers (leaders) would blackmail an employee if she (he) thought s (he) could get away with it. Thus on the above table 24(50%) responded always in this organizations, which followed by 14(29.2%) those responded often.

fires people without reason

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.0	19	39.6	39.6	39.6
	4.0	5	10.4	10.4	50.0
	5.0	24	50.0	50.0	100.0
	Total	48	100.0	100.0	

Managers (leaders) fire an employee just because s (he) doesn’t like them. Thus on the above table 24(50%) responded always in this organizations, which followed by 19(39.6%) those responded often.

make trouble

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.0	6	12.5	12.5	12.5
	2.0	7	14.6	14.6	27.1
	3.0	15	31.3	31.3	58.3
	4.0	3	6.3	6.3	64.6
	5.0	17	35.4	35.4	100.0
	Total	48	100.0	100.0	

Managers (leaders) make trouble for an employee (follower) if they got on his or her bad side. Thus on the above table 17(35.4%) responded always in this organizations, which followed by 15(31.3%) those responded often.

delegates responsibilities & organizes the unit/section

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.0	3	6.3	6.3	6.3
	2.0	5	10.4	10.4	16.7
	3.0	10	20.8	20.8	37.5
	4.0	24	50.0	50.0	87.5
	5.0	6	12.5	12.5	100.0
	Total	48	100.0	100.0	

Managers (leaders) delegates responsibilities & organized the unit/section suitably for the tasks it has to perform. Thus on the above table 24(50%) responded occasionally in this organizations, which followed by 10(20.8%) those responded often.

employment discrimination

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.0	22	45.8	45.8	45.8
	4.0	10	20.8	20.8	66.7
	5.0	16	33.3	33.3	100.0
	Total	48	100.0	100.0	

Do employees believe there is Employment discrimination in this organization? Thus on the above table 22(45.8%) responded often in this organizations, which followed by 16(33.3%) those responded always.

sexual harassment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.0	18	37.5	37.5	37.5
	4.0	16	33.3	33.3	70.8
	5.0	14	29.2	29.2	100.0
	Total	48	100.0	100.0	

Do employees believe there is Sexual harassment or hostile work environment in this organization? Thus on the above table 16(37.5%) responded often, 18(37.5%) responded occasionally in this organizations, which followed by 14(29.2%) those responded always.

conflict of interest

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.0	5	10.4	10.4	10.4
	3.0	11	22.9	22.9	33.3
	4.0	12	25.0	25.0	58.3
	5.0	20	41.7	41.7	100.0
	Total	48	100.0	100.0	

Does your organization have Activities posing a conflict of interest? Thus on the above table 20(41.7%) responded always, 11(22.9%) responded often in this organizations, which followed by 12(25%) those responded occasionally.

improper gifts, favors

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.0	2	4.2	4.2	4.2
	3.0	12	25.0	25.0	29.2
	4.0	11	22.9	22.9	52.1
	5.0	23	47.9	47.9	100.0
	Total	48	100.0	100.0	

Do you believe there are improper gifts, favors or entertainment to influence others in your organization? Thus on the above table 23(47.9%) responded always in this organizations, which followed by 12(25%) those responded often.

dishonesty/ unfair treatment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.0	1	2.1	2.1	2.1
	3.0	14	29.2	29.2	31.3
	4.0	11	22.9	22.9	54.2
	5.0	22	45.8	45.8	100.0
	Total	48	100.0	100.0	

Do you believe there is Dishonesty/unfair treatment of employees in your organization? Thus on the above table 22(45.8%) responded always in this organizations, which followed by 14(29.2%) those responded often.

encourage to bring observed violations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.0	6	12.5	12.5	12.5
	2.0	6	12.5	12.5	25.0
	3.0	9	18.8	18.8	43.8
	4.0	16	33.3	33.3	77.1
	5.0	11	22.9	22.9	100.0
	Total	48	100.0	100.0	

Your Organization encourages Employees to bring observed violations to the attention of their supervisor? Thus on the above table 16 (33.3%) responded often, 11(22.9%) responded always, 9 (18.8%) responded often, which followed by 12(25%) never in this organizations.

An Employee who report violations will experience retaliation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.0	4	8.3	8.3	8.3
	3.0	13	27.1	27.1	35.4
	4.0	12	25.0	25.0	60.4
	5.0	19	39.6	39.6	100.0
	Total	48	100.0	100.0	

Do Employees who report violations to management will experience retaliation? Thus on the above table 19(39.6%) responded always in this organizations, which followed by 13(27.1%) those responded often.

- ❖ In general, while asking the above questions on the factors that affected leader's integrity, FE construction plc. Employee's response shows that leader's integrity was highly rated with a mean of 3.4 and a standard deviation of 0.36. This shows that leaders integrity (factors) have a big impact on the organization success with respect to on employee job satisfaction and employee turnover rate which leads to organizational success.

a. Correlation analysis

Pearson correlation test was conducted to know the degree of relationship between the independent variable (leader’s integrity) and the dependent variable (organizational success). The result using the correlation rule that explain if the correlation coefficient is 1 which mean that the variables are perfectly positively correlated and if it is (-1) perfectly negatively correlated, if it is between (1, 0.3) the correlation is positive, and if the result is between (-1, 0.3) it means that the correlation of the variables is negative, and if the result is between (-0.3, 0.3) no correlation between variables.

Correlations		Leaders integrity	Organizational success and employee satisfaction
Leaders integrity	Pearson Correlation	1	.129
	Sig. (2-tailed)		.383
	N	48	48
Organizational success and employee satisfaction	Pearson Correlation	.129	1
	Sig. (2-tailed)	.383	
	N	48	48

** . Correlation is significant at the 0.01 level (2-tailed).

As shown in the table, the SPSS output provides correlation coefficients for the two variables. Each correlation coefficient with both the significance value of the correlation and the sample size (N) on which it is based, are displayed. The result of SPSS indicated that leaders integrity has a perfectly positive correlated and insignificant effect with organizational performance and employee job satisfaction ($r=0.129$, $p=0.383$).

b. Regression analysis

4.5.1 Multiple Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.331 ^a	.110	.090	.30034	1.473

a. Predictors: (Constant), work confidence]

b. Dependent Variable: Organizational success and employee satisfaction

The result shows that there is a strong linear association between all variables except work confidence.

The coefficient of determination denoted by R² (R Square) is a key output of regression analysis. It is interpreted as the proportion of the variance in the dependent variable that is predictable from the independent variable. An R² of (0) means that the dependent variable cannot be predicted from the independent variable. An R² of 1 means the dependent variable can be predicted without error from the independent variable. An R² between 0 and 1 indicates the extent to which the dependent variable is predictable.

The value of R² value is 0.11 this indicates that 11% organizational success can be predicted by the integrity of the leader except work confidence.

4.5.2 Result of Multiple Regression Analysis

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.109	.103		30.070	.000
work confidence]	-.141	.059	-.331	-2.382	.021

a. Dependent Variable: Organizational success and employee satisfaction

The beta sign (β) includes sign of positive (+) and negative (-) which shows the effect of independent variables over the dependent variable (Field, 2009). The table above beta sign of the independent variables shows how much a unit increase affects leader's integrity.

Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
work confidence]	1.000	1.000

Lack of leaders integrity significantly affect organizational success in FE construction plc with ($\beta = -0.141, p = 0.021$);

- ✓ The beta coefficient of the independent variables shows how much a unit increase affects leader's integrity
- ✓ Sig.: 0.00, Is lower than the p value of 0.05
Shows the definite existence of association between the independent and dependent variables
- ✓ Work confidence Sig: - Shows that work confidence has significance on impact of leaders integrity on organizational performance

Collinearity

Model		Collinearity Statistics	
		VIF	Minimum Tolerance
1	Leaders integrity	1.041	.960
	honest	1.001	.999
	listens followers	1.001	.999
	favoritism	1.000	1.000
	unbiased when assigning tasks	1.001	.999
	makes fun of followers mistakes	1.007	.993
	treat better for different ethnic group	1.020	.981
	punishments	1.021	.980
	enjoys turning down requests	1.000	1.000
	blackmail an employee	1.052	.950
	fires people without areason	1.008	.992
	make trouble	1.001	.999
	delegates responsibilities & organizes the unit/section	1.000	1.000

VIF: Different for each All are below 10 and similar range this Shows that the variables are Collinear

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.512	1	.512	5.676	.021 ^b
	Residual	4.149	46	.090		
	Total	4.661	47			

a. Dependent Variable: Organizational success and employee satisfaction

b. Predictors: (Constant), work confidence]

The ANOVA test in table above shows the significance of the model by the value of F-statistics (P=.021) and F=5.676 which indicates there were a strong relationship between the predictors and the outcomes of the regression variables.

Residual Sum of Squares: 4.149

- Shows how much of the dependent’s variable variation the model doesn’t explain
- It is low, which shows that the model is a good fit

Mean Square: .512

- Shows that the values are closely dispersed to the mean.

Validity Testing

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.228	.228	2

Cronbach’s Alpha: 0.228

- Shows that the internal consistency is good.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

Introduction

The purpose of this study was to identify the impact of leader integrity on organizational success. So this chapter provides the discussion of results presented in chapter four and conclusion drawn from the presentation. The chapter presents a short summary of the drive of the study and the research findings, recommendations, limitations of the study and areas of further research.

5.1. Summary of Findings

In a summary, the study used SPSS 23 version, descriptive statistics, and correlation and regression analysis to analyze the data collected and to evaluate the relationship between the two variables. Based on the analysis,

- ✓ The demographic data for sex of respondents shows that out of the 48 respondents, 24 respondents are male and 24 respondents are female , both respondents took the equal share of the sample population considered under the study (n=24), which is 50 % of the sample.
- ✓ The majority respondents agreed with the factors of leader's integrity was highly rated with a mean of 3.4 and a standard deviation of 0.36 by giving higher rate of scale to employee job satisfaction.
- ✓ There is positive and high degree correlation between leaders integrity and organizational and employee performance and insignificant effect with organizational performance and employee job satisfaction ($r=0.129$, $p=0.383$)
- ✓ In multiple linear regression equation, the result Shows that there is a moderate linear Association between the two variables except Work confidence: has a negative role on impact of leader's integrity (R: .331)
- ✓ The study recommends that leader's integrity should have integrity(honesty, care, trust, kindness & the ability to motivate staff and employees) in order to achieve a positive outcome in the work atmosphere.

5.2. Conclusion

This study has attempted to fill the gap in research on the impact of leader integrity on organizational performance. As emerged from the data that offer implications for research and leadership practice beyond those already discussed. We hope that this study not only contributes to the field of research but also to the application of identifying and developing leader integrity. Moreover, this study will stimulate additional research on leader integrity. Organizations want to know how to select, develop and retain leaders with integrity because integrity is the most important leader characteristic for effective leadership. More practically, the topic of integrity should appeal with diverse motivations and interests. We hope this research can also suggest that future leadership research should shift its focus towards factors that contribute to our knowledge of why some people engage in leader integrity and others do not. Our findings contributed to demonstrate that it might be worthwhile to pay more attention to integrity in the effects of leadership on employee conduct. As the organizational scandals of late have shown, dishonesty, sexual harassment, lack of trust and other integrity violations can have impact for the employee productivity and performance of organizations in the private as well as the public sector.

5.3. Recommendations for FE construction plc

In line with the major findings and conclusions made on impacts of leader's integrity on organizational effectiveness in FE construction, the researcher has made the following recommendations for FE construction leaders.

- Leaders are required to be honest to their words to discharge their responsibilities as a leader and as an individual; honesty is the foundation for effective leadership.
- Leaders are required to be trusted; they are required to do practically what they have said by their mouth and Create interpersonal relationships and trust within the company and creates a highly valued work environment.
- Openness to accept others idea and new change is another key element in ensuring effective leadership; so that the current leaders and the emerging future leaders should have to be open to change and go accordingly. At the organizational level, it takes individuals of integrity to develop a consensus around shared values. They must be able to discuss these values openly as well as live the values they espouse.

- FE Leaders must have quality of integrity; can create a consensus around a culture of integrity within a corporation. This culture of integrity, in turn, will create a highly-valued work environment; the corporation will operate with its focus on the long-run good of its customers, employees and investors; and, as a result of this focus, the corporation will excel in terms of financial performance when compared to its peers.
- FE Leaders must allow employees to participate in decision makings; Effective leader's integrity also allows employees to participate in making decisions as a group.
- Leaders must respect and motivate Employees, take pride in their work, and enjoy with coworkers. Effective leader's integrity should have the ability to motivate staff and employees in order to achieve a positive outcome in the work atmosphere.
- Must strategically plans and implement ways that will help employees feel as though they are part of the team organization and matter in the company.
- Finally, Leader's behavior directly affects the satisfaction of an employee, which will eventually lead to job commitment. When employees face job dissatisfaction, they may leave the organization, leaving a depressing impact on the organization. So leaders must use their authority in the right way and must be ethical and do the right thing.

5.4 Recommendations for further studies

The following are some of the recommendations for future studies:

- This research study was done based on employees perception; further research on the same organization can be done using a different framework of leaders integrity to bring depth understanding of leaders integrity and its impact on organizational performance.
- This study was on the impact of leader's integrity on organizational success by employee's productivity and satisfaction perception (on non-financial performance). Whereas it is recommended further research to be done on impact of leader's integrity on organizational performance directly to the financial performance which is very visible and an interest of all stake holders.

- It is recommended that the study to be conducted on the specific organization on impact of leaders integrity on organizational performance by using large sample size at industry level and the result will be reliable, more specific and clearer for the user of the research result and of course the research result will be helpful for all organizations, leaders and institutions as a reference. `

Suggested Titles

‘The role of leader’s integrity on employee behavior’

‘The role of leader’s integrity on employee job satisfaction’

‘The impact of employee behavior on leader’s integrity’

‘The impact of culture of individual integrity on organizational performance’

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QUESTIONNAIRES (English Version)

Addis Ababa University School of Commerce

Questionnaire filled by Employees of FE Construction Plc.

Master of Arts in Business leadership (MBL)

Dear Respondents,

I would like to thank you in advance for your valuable time and cooperation. The purpose of this questionnaire is to collect data for MBL Project entitled “Impact of leader’s integrity on organization success an empirical study in FE construction plc”. It is purely for academic research purpose and will not have any negative effect on you as an individual or on your organization. Accordingly, please be informed that this will be confidential and to be used for the mentioned purpose only. Therefore, you are kindly requested to respond each one of the questions carefully since the success of this study highly depends on your genuine view, frank opinion, and timely response to all part of the questionnaire. Failure to complete the items highly affects the study. Therefore, I kindly request you to fill this questionnaire as openly and honestly as possible. For any information you can contact me through tel. number 0910057770 or e-mail address sgkhsay@gmail.com.

GENERAL INSTRUCTION

- do not write your name
- put a tick mark (√) in the box that describes your response
- you have to return the questionnaire as soon as possible after completion.

PART I: DEMOGRAPHIC BACKGROUND

1. Gender

Male Female

2. Age Group in years

Below 25 36-45 above 55 26-35 46-55

3. Educational Background

College Diploma MA/MBA/MSC Degree BA/BSC Degree PhD

Other, please specify _____

4. Total year of work experiences in this company

Less than 5 5-10 11-15 16-20 Above 20

5. Please specify your department in this company _____.

PART TWO: LEADERSHIP QUESTIONS

Below are factors that may affect leader’s integrity on employee outcome and organizational success. At FE Construction P.L.C. Kindly mark on the appropriate option for each listed factor

Every item starts with: My Manager/supervisor ...

	Never	little	occasionally	often	always
Integrity and Employee job satisfaction	1	2	3	4	5
Gives the promotions/rewards base on the performance	1	2	3	4	5
Listens very carefully to the ideas of others before make decisions	1	2	3	4	5
Open to suggestions from employees and co-workers & Respond fairly to the issues	1	2	3	4	5
Willing to take responsibility when a team member fails to deliver against expectations?	1	2	3	4	5
He respects for employees & has ability to understand their feelings	1	2	3	4	5
Leader’s integrity/character	1	2	3	4	5
Honest and always tell the truth	1	2	3	4	5
Listens to what employees have to say	1	2	3	4	5
Don’t practice favoritism	1	2	3	4	5
Unbiased when assign tasks to members	1	2	3	4	5
Engage his work with full confidence	1	2	3	4	5
Would treat me better if I belonged to a different ethnic group	1	2	3	4	5
Use punishments to hold subordinates responsible for their actions	1	2	3	4	5
Enjoys turning down my requests	1	2	3	4	5

Would blackmail an employee if she (he) thought s(he) could get away with it	1	2	3	4	5
Fire people just because s(he) doesn't like them	1	2	3	4	5
Make trouble for me if I got on his or her bad side	1	2	3	4	5
Delegates responsibilities & organized the unit/section suitably for the tasks it has to perform.	1	2	3	4	5
Integrity and Organizational performance					
Do you believe there is Employment discrimination in your organization?	1	2	3	4	5
Do you believe there is Sexual harassment or hostile work environment in your organization?	1	2	3	4	5
Does your organization have Activities posing a conflict of interest?	1	2	3	4	5
In your organization Do you believe there are improper gifts, favors or entertainment to influence others?	1	2	3	4	5
Do Employees who report violations to management will experience retaliation?	1	2	3	4	5
Your Organization encourages Employees to bring observed violations to the attention of their supervisor?	1	2	3	4	5
Do you believe there is Dishonesty/unfair treatment of employees in your organization?	1	2	3	4	5

Thank you!!

Source:

- ✓ Muel Kaptein Scott Avelino, (2005), "Measuring corporate leaders integrity
- ✓ Perceived leaders integrity, vol 9 no.2 ,1998
- ✓ Ethical Leadership Measures for Public Service in Sri Lanka A.T. Wijesekera1, R. Lalitha S. Fernand