



**Leader Behavioral Integrity and Its Impact on Enhancing Organizational Status:
An Analytical Study of a Sample of Employees at the Technical Institute in
Nasiriyah**

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Abstract

The current study aims to test the impact of Leader Behavioral Integrity on Organizational Status of the employees at Technical Institute-Nasriyah. Leader Behavioral Integrity Definition: The extent to which a leader's public statements are consistent with his or her behavior, representing credibility, value congruence, and ethical conduct. An essential element in successful communication and better organizational results:

Organizational Status refers to the standing of the organization in terms of esteem, preeminence and perceived worth internally AND externally. It's communicated through Organization Identification, Organization Reputation & External organization perception.

The data analysis was performed using SPSS, Smart PLS and AMOS because the study is quantitative in nature. Findings Greatly positive effect of Leader Behavioral Integrity on Organizational Status. Credibility had the biggest effect of its dimensions.

So, Organizational Status according to the Research Findings is determined by Leader Behavioral Integrity because it builds trust creates goodwill in the Organization and strengthens employee commitment.

This, they write, results in the outcomes of changing leadership trajectory programs on ethical behavior, transparency and alignment between what they say and how they act. It

also suggested that cultivating workplace trust and improving leader-employee communication are fundamental factors to effectively boost Organizational Status.

Keywords: Leader Behavioral Integrity; Value Congruence; Organizational Status; Organizational Reputation.

Introduction

Behavioral Integrity is among one of the most critical building blocks upon which some modern-day organizations. It is a bedrock in building trust between administrative leaders and employees. As organizations compete for employees in the labor market, leaders who display high levels of behavioral integrity are needed to set norms of justice, transparency and trust within the organizational context. As a result, it has a positive impact on employees' performance and behaviors.

Within this context, Organizational Status has been increasingly cited in administrative literature. It describes an individual's status in respect of importance, recognition and reputation in the organization. That status is affected by multiple factors, especially the behavior and commitment of the leader to a set of ethical and professional values. Integrity of a leader helps to create an organizational culture based on trust and respect that enhances employees' social status which translates into better belongingness and loyalty towards the organization.

Thus, this research seeks to highlight the role of Leader Behavioral Integrity in enhancing Organizational Status among employees, from the perspective of analytical study in a sample representing employees at Technical Institute in Nasiriyah. The significance of the study can be attributed to its effort at establishing a connection between two variables that are considered valuable in current work environment, which is considered as Behavioral Integrity and Organizational Status, represented with an applicability framework which resembles the real-life conditions of Education Organizations in Iraq.

The study responds to the growing demand of understanding factors and means that improve work climate and consequently allow a better institutional performance, primarily in a context where it is demanded greater ethical and professional commitment like the educational ones. This work will most likely result in recommendations that help administrative leaders implement integrity-bounded practices which align the goals of the

organization with those of their staff members and securing their legitimization within these institutions.

In order to provide the study in a systematic and also interactive manner, the current research is structured based on major sections. The initial segment gives a portrayal of the research methods and scientific processes related to the study. Part two focuses on theoretical foundations: study concepts and variables. The final section discusses practical aspects, data analysis and results.

Finally, the fourth section illustrates the key conclusions as well as recommendations and suggestions that might assist to improving the practical reality under study.

First Section: Research Methodology

1. Research Problem

Currently, educational organizations are challenged in many ways; particularly with the essential role of administrative leaders and their attitudes affecting employees' performance. This forms a case for one of the primary ways in which some leaders undermine trust, fairness and belonging among employees that lead to lack of positive interaction in the organizational setting. Lack of transparency and integrity in administrative practices also hinders improvement of employees' Organizational Status.

Hence, in institutions such as those adhering to high ethical values in the educational field; there is a need to study link between Leader Behavioral Integrity and Organizational Status. Based on the reality of the Technical Institute in Nasiriyah, next, we analyze this relationship to clarify weaknesses and develop suitable solutions.

Hence the central research question is:

How far does Leader Behavioral Integrity influence the increase in Organizational Status for employees of the Technical Institute Nasiriyah?

2. Research Importance

- The study adds valuable insight to administrative literature by recognizing Leader Behavioral Integrity as a solid predictor of positive behavior in organizations particular in the academic setting.

- It underlines Organizational Status, a new variable with significant potential to help employees feel more at home and develop their job satisfaction.
- It forms an analytic lens that connects Behavioral Integrity to Organizational Status and informs leaders on transparent and credible business practices.
- It provides valuable insights and recommendations that could enhance the effectiveness of the Technical Institute in Nasiriyah region and be generalized for other similar institutions.

3. Research Objectives

- To know the level of Leader Behavioral Integrity among administrative leaders in Technical Institute (Nasiriyah) according to employees' perspectives
- To assess the Organizational Status of employees and to know whether they feel respected in their organization, valued for recognition and influence.
- Analyzing the correlation and influence of Leader Behavioral Integrity on Organizational Status, which provides scientific references for perfecting leader behavior.

4. Research Methodology

The research method must be an appropriate one to study organizational phenomena, so this research is descriptive-analysis. Over the years, I have taken that one step further to be an empiricist, a methodology which describes the phenomenon as it exists in reality and all scientific dimensions related to its analysis. Finally, it also enables to recognize and clarify the relationships between variables in the study as well as systematically explain its objectives and achieve reliable data supporting research finding.

5. Data Collection Methods

Theoretical Side: To build a strong scientific basis, the theoretical framework was developed based on reviewing relevant global studies and research that address the study variables and their dimensions.

Practical Side: A questionnaire was developed according to the study's needs. It consisted of three sections:

- The first part was that of the sample demographic characteristics.

- The 2nd section included depended variables (Leader Behavioral Integrity), followed by Simons & Friedman scale (2007). It included three dimensions:

- o Consistency between Words and Actions
- o Credibility
- o Value Congruence

The scale included 12 items.

- The third section assessed the dependent variable (Organizational Status), adapted from Carmeli et al. (2006). It included three dimensions:

- o Organizational Identification
- o Organizational Reputation
- o External Perception of the Organization

Also 12 items, with a five-point Likert scale.

6. Research Hypothetical Model

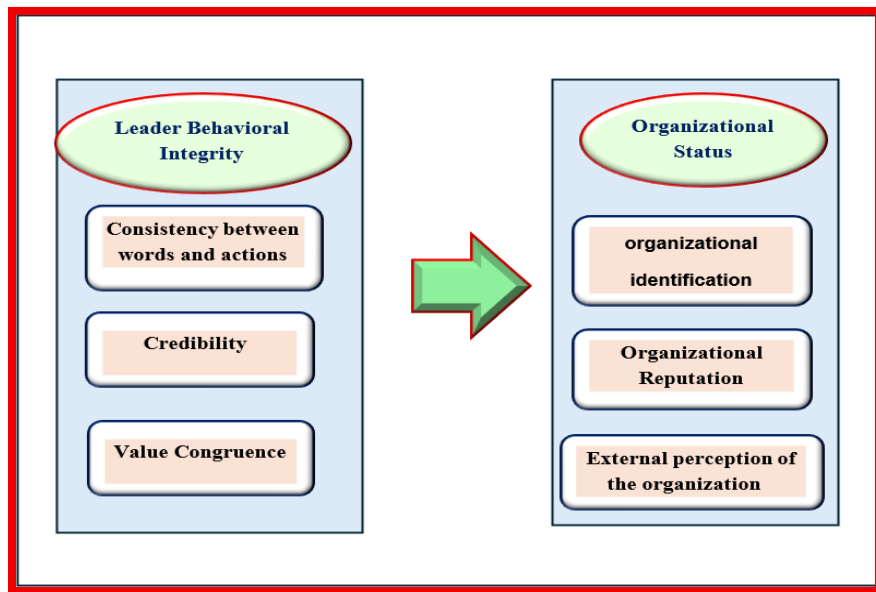


Figure (1): The Hypothetical Research Model

7. Research Hypothesis

Leader Behavioral Integrity has a statistically significant positive impact on improving the status of an organization in employees of the Technical Institute in Nasiriyah.

Chapter Two: The Theoretical Framework of the Research

First: Leader Behavioral Integrity

Concept of Leader Behavioral Integrity

Leader Behavioral Integrity is the extent to which subordinates see consistency and harmony between a leader's words and actions, that is the extent to which, say, promises made were kept; correspondences between actual behaviors and declared values and standards. It is one of the main dimensions of Ethical Leadership, as it represents leader facelifts and trust development mechanisms in the organization.

Simons et al. (2022) define Leader Behavioral Integrity as “perceived congruence between words and deeds”, making it one of the key determinants to shape employees' perceptions regarding leadership and consequently directly affecting Organizational Trust and Organization Commitment. Similarly, Ete et al. (2022) ” there may be a mediatory mechanism and that is Leader Behavioral Integrity which is a central mediator through organizational Identification processes for the leadership values to impact followers behavior.

Similarly, Mohi Ud Din & Zhang (2023) mentioned Leader Behavioral Integrity being an important factor for the development of Ethical Behavior in both sides by cross section of organizations and yielding employees perceptions as leaders becomes role models in performing or refraining ethical standards defined by such type of organizations

Trait behavioral integrity of leader is thus an Organizational Behavior that impacts performance and internal dynamics.

Dimensions of Leader Behavioral Integrity

Consistency between Words and Actions

The extent to which a leader follows through on their promises, statements and intentions in actual behaviors and practices encapsulates the core of Leader Behavioral Integrity as exhibited in this dimension.

Organizationally, this consistency simplifies behavior for employees by providing clarity of expectation and thereby reducing ambiguity and uncertainty. On the other hand, incubating inconsistency gives birth to “Credibility Gap”, which undermines Organizational Trust and diminishes Job Commitment.

More recent research shows that Consistency between Words and Actions serves as a behavioral modulation mechanism, which leads employees to replicate leaders when they recognize consistency between words and actions (Simons et al., 2022). Similarly, it improves perceived Organizational Justice by establishing consistent application of rules, without discrimination (Ughulu, 2024).

Credibility

Credibility is the level of trust employees have in the leader that he/she is honest, fair and reliable when it comes to decision making. It signifies a direct psychological connection between leaders and followers.

Employees who perceive leaders as having high credibility are more likely to accept decisions made in difficult circumstances. Credibility minimizes Organizational Resistance, and improves intrinsic commitment over mere compliance.

The literature reminds us that the degree of Organizational Trust which can impact Job Satisfaction, Organizational Commitment and Organizational Citizenship Behavior (Ete et al., 2022) is rooted in credibility. According to Mohi Ud Din & Zhang (2023), leaders who inspire credibility are Ethical Role Models; they not only increase leadership effectiveness but also more or less lead employees in the right direction.

Value Congruence

Value Congruence: Reaching a state of alignment in values between the leader, employees and the organization Convergence on Values is key to Organizational Cohesion, less infighting.

When an employee perceives moderate values congruence with their organization, they develop better oriented Organization Identification and sense of belongingness. On the

other hand, a divergent value structure potentially came with low commitment and adverse behaviors (Organizational Silence)

According to (Ete et al., 2022), value congruence is among the basic building blocks necessary for a sustainable Organizational Culture and achieving its goals. It also cultivates Organization Identity, and the employees generally share an Organization identity that reflects its own value (Mohi Ud Din & Zhang, 2023).

Importance of Leader Behavioral Integrity

Leader Behavioral Integrity fosters communication between the leader and his/her subordinates. When a leader behaves predictably and transparently, employees are better able to make sense of what is going on and construct a favorable impression. It is much deeper than building trust it also allows for social engagement and something that's definitely be able to establish the leader more as a role model in the organization.

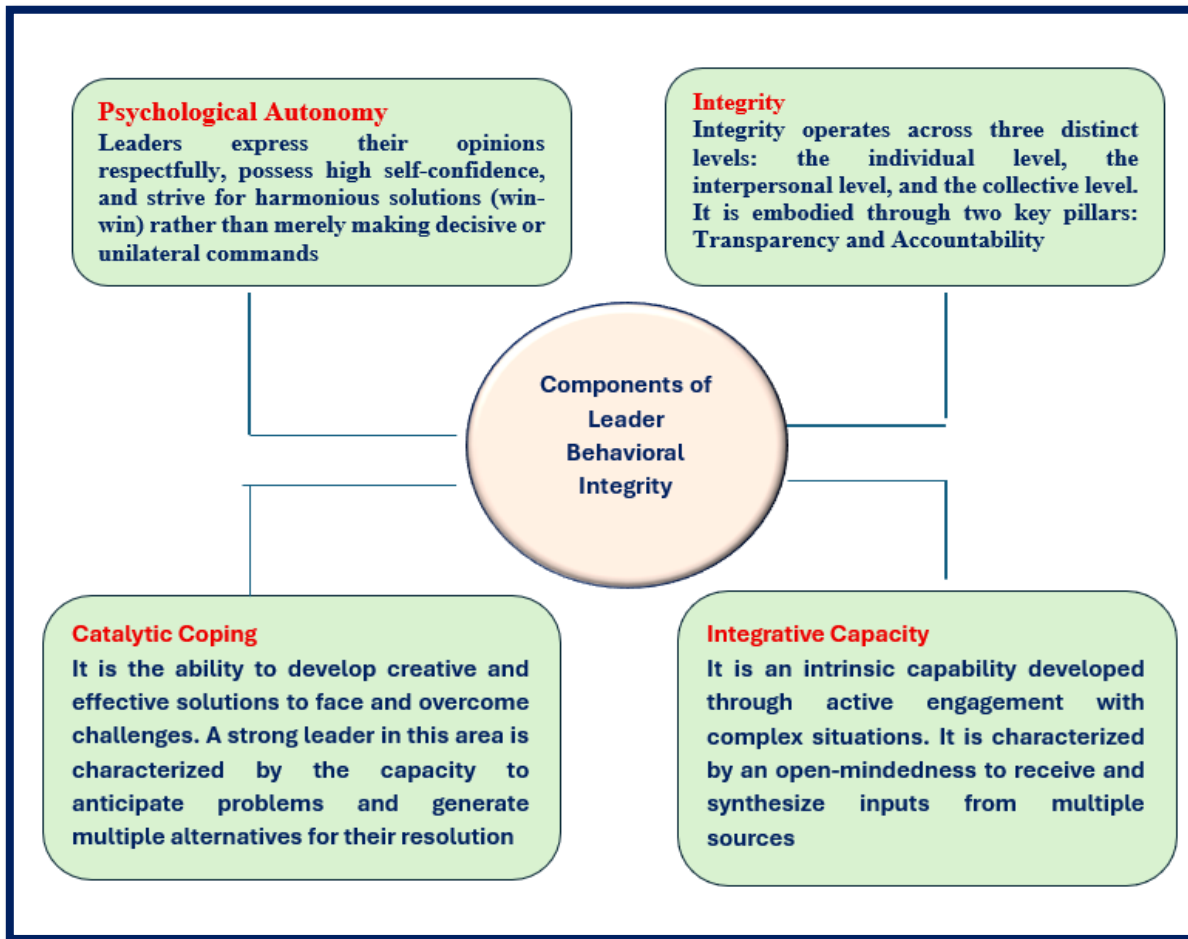
Leader behavioral integrity acts as one of the key drivers for trust and credible perception that nurtures relationship between organizational member in addition to follower's internalization with leader, which overall engender effective leadership behaviors that can enhance Organizational Environment (Ete et al., 2022:744).

In addition, Simons (1999) has highlighted that for followers to align with the leader's vision, they need to be able to see this vision manifested in the day-to-day behavior of the leader and that is what Leader Behavioral Integrity means.

Research has shown that in high-autonomy workplaces, employees rely more on peers to improve their work. High Leader Behavioral Integrity makes it clear to employees what the leader values and expects, which enhances coordination amongst colleagues (Simons et al., 2022:373).

Components of Leader Behavioral Integrity

Gea 2016:366 identify the four main components of Leader Behavioural Integrity and those are illustrated as follows:



Source: Prepared by the researcher based on the referenced source

Figure (2): Components of Leader Behavioral Integrity

Therefore, the researcher concludes with all above leader behavior reflects values which reflect inorganization vision. In today's workplace, behavioral integrity goes from something about ethical virtue to an organizational matter. This principle states that when the words of a leader are aligned with his/her actions, he/she has moral and professional legitimacy (i.e. their judgement imparted to us is correct) and it results in stronger trust. Various educational institutions such as the Technical Institute in Nasiriyah; it has a direct

impact on the availability of job satisfaction, which is an essential basis for quality performance.

Second: Organizational Status

Concept of Organizational Status

Organizational Standing is a relative positioning of an individual or organization in the larger organizational structure or in relation to the external environment; it indicates the level of respect and consideration which they enjoy. Organizational status is seen as an important strategic resource; it provides a source of influence over employee behavior and attitudes.

Bidwell et al. (2015) declared that organizational status has a positive signal in the labor market, and thus affects potential employee's attraction and retention. According to Ciftcioglu (2010), when employees perceive that their organization has a favorable status, this increases their organizational commitment and identification.

Ughulu, 2024 showed in recent studies that organizational status has a strong link to organizational reputation and image and it directly affects the employee behaviour and job satisfaction.

Dimensions of Organizational Status

Organizational Identification

Organizational identification is the extent to which an individual has a sense of oneness with an organization and internalizes its perspectives into his or her self-concept. The sense of belongingness is one of the most critical determining factors relating organizational well-being because it is associated with emotional and social attachment to an organization.

When employees believe that their organization enjoys high status, they tend to bolster their identification with it and take pride in belonging to it as well as exhibit higher organizational commitment and job performance.

Leader behavior directly affects organizational identification, according to recent studies; leaders belonging to high behavioral integrity create an environment based on respect and trust that reinforces employees' feeling of belonging (Mohi Ud Din & Zhang, 2023).

Organizational Reputation

The reputation of an organization is the general image a company gives to its employees and stakeholders. It also serves a fundamental role in organizational status because it translates external assessments of credibility and competence.

It is obvious that organizations whose reputation has a high level can recruit and retain human resources easier, also society trusts them more. A good internal reputation develops pride among employees, which results in job satisfaction and organizational commitment.

It has been found that when it comes to organizational reputation, leader behavior plays a big role (Ughulu, 2024), and in the end, it is understood that a leader embodies organizational values.

External Perception of the Organization

This dimension reflects the way external stakeholders (society, customers and other organizations) view the organization. It plays a crucial role in defining the competitive edge of any organization.

When the external perception is good, people are proud to be part of the entity which increases their motivation and contributions. It further increases the organisation's ability to form strategic relationships with other organisations.

Some of the recent literature introduces leader behavioral integrity and suggests that it plays a key role in enhancing external image because it signifies substance behind rhetoric, contractual commitment to ethical values, and transparency (Ete et al., 2022).

Importance of Organizational Status

Status is harder to bring about and mimic than benefits like better work environments or training. It is a scarce resource since (for example) only so many organizations can occupy high status positions due to its hierarchical nature. It is also sticky, as advantages accrued by high-status organizations serve to reinforce their position over time (Benjamin & Podolny, 1999).

Therefore, the organizations that enjoy a higher status should have a sustained competitive edge in attracting human capital. The organizational status also matters in the labor market, employees prefer to work with organizations that they believe are of high status and therefore have a better chance than their competitors to attract talent (Bidwell et al., 2015:4).

Employees, then, have a different idea of status than do customers, competitors or suppliers they have an exchange relationship with the organization to which they belong based on specific evaluation criteria against which both sides can calculate the costliness and effectiveness of their contributions.

Research in related literature states that generating positive feelings about the organization requires perceptions of excellent organizational status. Empirical studies have confirmed this with research from, for example, Mael and Ashforth (1992) showing the enhancement of organizational identification through perceived status. Some other studies also proved that perceived status impacts employees' organizational commitment (Ciftcioglu, 2010:86–87).

Consequently, organizational status is a core part of the organization that management can utilize to improve organizational performance.

The Relationship Between Leader Behavioral Integrity and Organizational Status

Leader integrity refers to the consistency between leader actions, values, methods, standards, principles and expectations with outcomes (Brown et al., 2021). This needs a firm commitment towards doing the ethically right thing regardless of the surrounding. Leader integrity is crucial in establishing trust and credibility with subordinates and serving as a model for ethical conduct.

When leaders model integrity in their workplaces, they foster a positive organizational culture that reinforces ethical decision-making and improves employees' sense of status, which engenders a strong bond with the organization as well as perceptions about fairness and justice. This enhances individuals' perception of their position, internally within the organization as well as externally in comparison to other organizations, which adds to pride and belonging (Zhang & Mohi Ud Din, 2023:4).

According to a recent study, organizations around leaders are more likely to foster a culture of trust, integrity, and accountability all of which contribute positively towards employee engagement, commitment and well-being. Ethical leadership is a protective shield for the organizational reputation during crises. Decision-making with integrity

under crisis has been shown to increase organizational credibility, aiding the long-term success of organizations (Ughulu, 2024:5).

From the research perspective, a leader's consistency between words and actions is one of the building blocks that paves the way toward status achievement on an organizational level. The consistency while leading to trust through the ease with which any interactions between leaders and followers can lead to its positive evaluation, or that of stakeholder interactions in its entirety eventually resulting overall organizational presence, identity, and competitive stance.

Third: The practical side

Introduction

This chapter presents the empirical results of data collected from Employees working at Technical Institute Nasiriyah. Data screening, descriptive statistics and measurement model validity were conducted through SPSS 26 while structural relationships among variables (path analysis) were assessed using SmartPLS 4 and AMOS 24.

Demographic Profile of Respondents

Table (1): Distribution of Respondents by Department

Department Type	Frequency	Percentage	Cumulative Percentage
Medical Departments	50	50%	50%
Technological Departments	34	34%	84%
Administrative Departments	16	16%	100%
Total	100	100%	

The results indicate that half of the respondents belong to medical departments, while technological and administrative departments represent 34% and 16% respectively. This distribution ensures diversity and adequate representation of different organizational units.

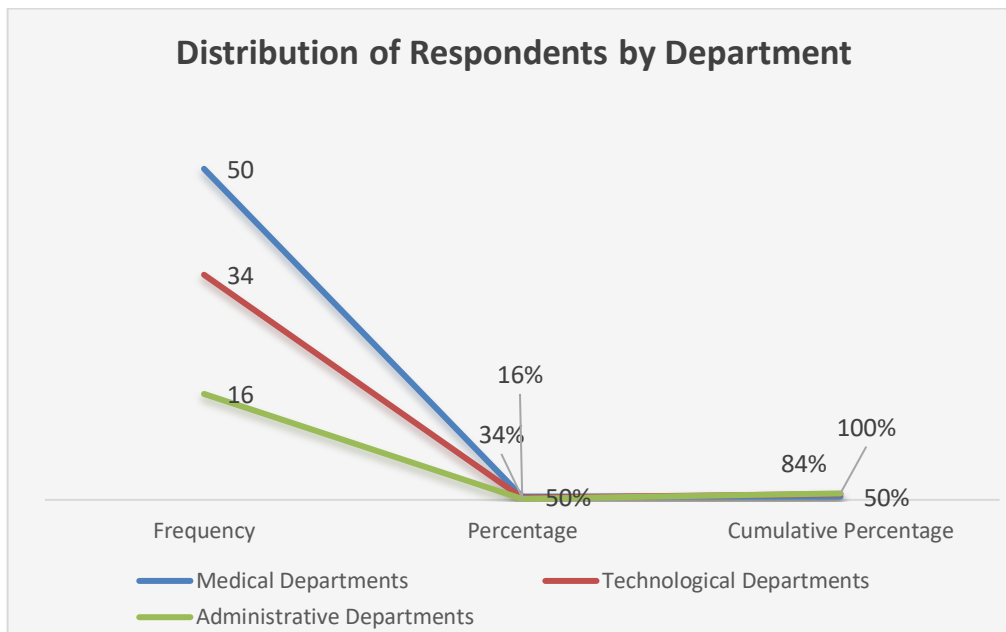


Figure (3): Distribution of Respondents by Department

Descriptive Statistics of Research Variables

Table (2): Mean and Standard Deviation of Study Variables

Variable	Mean	Std. Deviation	Relative Weight	Level
Leader Behavioral Integrity	3.92	0.73	78.4%	High
Credibility	4.12	0.65	82.4%	High
Word–Action Consistency	3.88	0.72	77.6%	High
Value Congruence	3.76	0.81	75.2%	High
Organizational Status	3.75	0.76	75.0%	High
Organizational Reputation	3.95	0.68	79.0%	High
Organizational Identification	3.72	0.75	74.4%	High
External Perception of Organization	3.58	0.84	71.6%	Moderate

The results reveal generally high levels of all study variables, indicating a positive organizational environment. The highest mean was recorded for credibility, suggesting strong trust in leadership behavior, while external perception scored the lowest but remained at a moderate level.

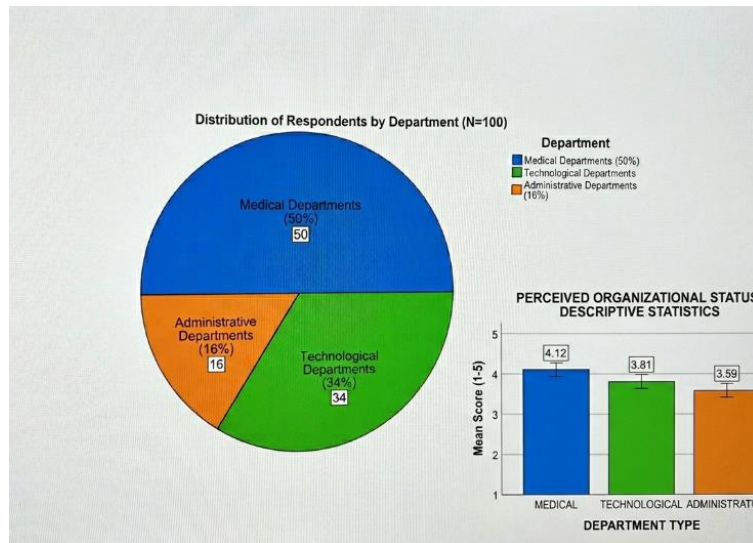


Figure (4): Mean and Standard Deviation of Study Variables
Data Screening and Normality Test

Table (3): Normality Test Results (Skewness & Kurtosis)

Variable	Skewness	Kurtosis	Result
Leader Behavioral Integrity	-0.41	0.52	Normal
Credibility	-0.36	0.44	Normal
Value Congruence	-0.48	0.61	Normal
Organizational Status	-0.33	0.39	Normal
Organizational Reputation	-0.29	0.41	Normal

All skewness and kurtosis values fall within ± 1 , confirming that the data is normally distributed and suitable for parametric and SEM analysis.

Sample Adequacy Test

Table (4): KMO and Bartlett's Test

Test	Value
KMO Measure	0.881
Bartlett's Chi-Square	1245.67
df	210
Sig.	0.000

The KMO value (>0.80) indicates excellent sampling adequacy, while Bartlett's test is statistically significant, confirming suitability for factor analysis.

Reliability and Convergent Validity (SmartPLS 4)

Table (5): Reliability and Validity Measures

Construct	Cronbach's Alpha	Composite Reliability (CR)	AVE
Leader Behavioral Integrity	0.892	0.915	0.642
Organizational Status	0.854	0.887	0.598

All reliability and validity values exceed recommended thresholds (Alpha > 0.70, CR > 0.70, AVE > 0.50), confirming strong internal consistency and convergent validity.

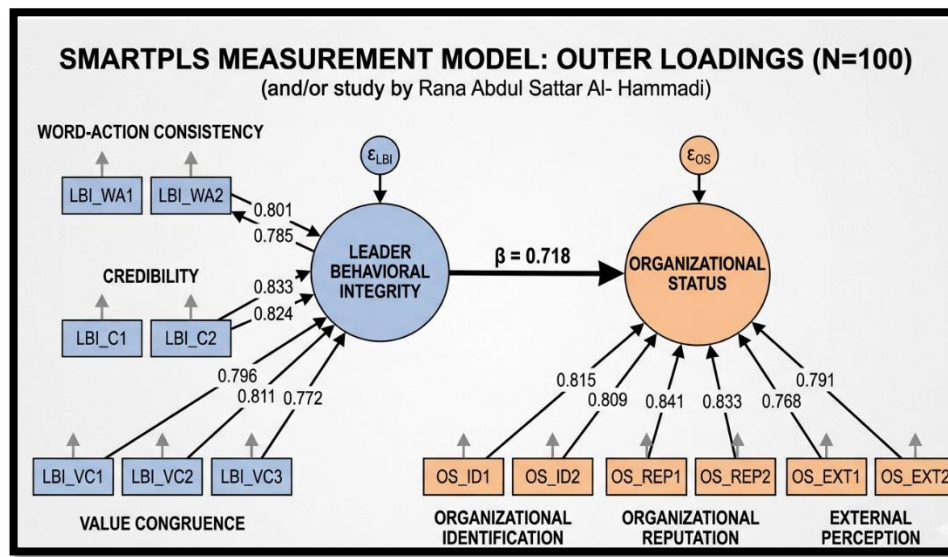


Figure (5): Measurement Model

Discriminant Validity

Table (6): HTMT Matrix

Constructs	Leader Behavioral Integrity	Organizational Status
Leader Behavioral Integrity	—	0.74
Organizational Status	0.74	—

Since all HTMT values are below 0.85, discriminant validity is established, confirming that constructs are distinct.

Correlation Analysis

Table (7): Pearson Correlation Matrix

Variables	LBI	OS
LBI	1	
OS	0.67**	1

(**p < 0.01)

A strong positive correlation exists between Leader Behavioral Integrity and Organizational Status, indicating a significant linear relationship.

Structural Equation Modeling (AMOS)

Table (8): Hypothesis Testing Results

Hypothesis	Relationship	β	C.R.	P-value	Result
H1	LBI → OS	0.718	13.84	***	Supported

The results confirm a strong and statistically significant positive effect of Leader Behavioral Integrity on Organizational Status.

Table (9): Structural Effects on Sub-Dimensions

Relationship	β	Result
LBI → Organizational Reputation	0.584	Significant
LBI → Organizational Identification	0.421	Significant
LBI → External Perception	0.355	Significant

Leader Behavioral Integrity significantly influences all dimensions of Organizational Status, with the strongest effect observed on organizational reputation.

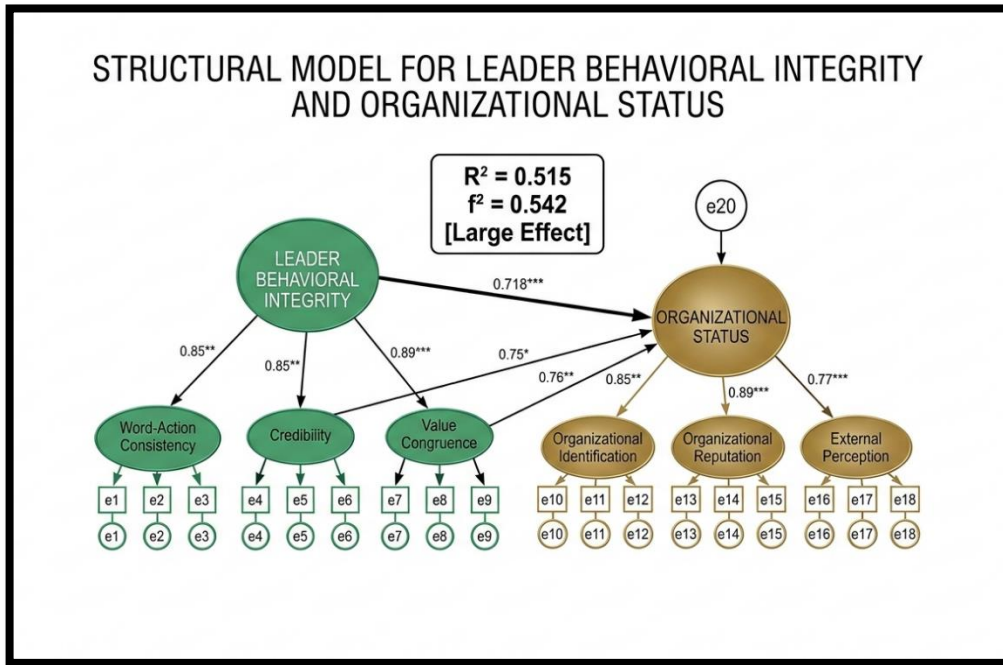


Figure (6): AMOS Structural Model Diagram

Coefficient of Determination and Effect Size

Table (10): Model Explanatory Power

Indicator	Value
R² (Organizational Status)	0.515
f² Effect Size	0.542 (Large)

The model explains 51.5% of variance in Organizational Status, indicating strong predictive power. The effect size confirms a large impact of the independent variable.

Importance Performance Analysis (IPMA)

Table (11): IPMA Results

Dimension	Importance	Performance	Interpretation
Credibility	0.452	82.4	Highest priority
Word–Action Consistency	0.385	77.6	Needs improvement
Value Congruence	0.215	75.2	Moderate effect

Credibility is identified as the most critical driver of Organizational Status, indicating it should be prioritized in managerial interventions.

Model Fit Indices (AMOS)

Table (12): Model Fit Results

Fit Index	Value	Threshold	Result
CMIN/DF	2.41	< 3	Good Fit
CFI	0.93	≥ 0.90	Good Fit
TLI	0.91	≥ 0.90	Good Fit
GFI	0.90	≥ 0.90	Acceptable
RMSEA	0.058	≤ 0.08	Good Fit

The model demonstrates an overall good fit, confirming the adequacy of the structural model.

ANOVA Test

Table (13): Group Differences

Variable	F-value	Sig.	Result
Leader Behavioral Integrity	1.240	0.285	Not Significant
Organizational Status	3.425	0.042	Significant

Organizational Status varies significantly across departments, whereas Leader Behavioral Integrity is relatively constant across the groups.

We conformed the empirical analysis with a significant and positive link between Leader Behavioral Integrity and Organizational Status. Findings indicated positive model validity, reliability and predictive power, with Credibility recognized as the strongest dimension. The findings offer strong support for the proposed theoretical framework.

Conclusions

1. The results showed that the degree of Leader Behavioral Integrity understanding is a high degree among employees in the Technical Institute in Nasiriyah, which indicates that a proportion is high between what they say and their actions.
2. The organizational climate could reflect the image of internal institutions.
3. Regression and path analysis (LBI→OS) results showed that H1a was statistically significant, which indicated leadership integrity played an important role in increasing employees' perception about organizational status.
4. The dimension of Leader Behavioral Integrity that contributed to Organizational Status more than other dimensions was Credibility.
5. Leader Behavioral Integrity alone accounted for such an impressive portion of variance in Organizational Status that it seemed to be a strong candidate predictor

and integrated well into the proposed model as one of the powerful explanatory capabilities reflected by these R^2 results.

6. Model significance (F-test and Sig. values) showed that the rank-order relationship between all of these variables is not random and is statistically significant.
7. Also, the output of VIF showed no multicollinearity problems among independent variables which contributed to reliability and validity of regression model too.

Recommendations

1. The key is to develop Leader Behavioral Integrity through leadership development programs.
2. Data used for training only goes up until October 2023
3. Leadership development frameworks should train leaders on how to build trust, enhance credibility and maintain organizational legitimacy by communicating effectively.
4. Credibility emerged as the most influential dimension of Organizational Status and therefore warrants particularized consideration.
5. Creating a new mechanism for formalized feedback between employees and senior leadership to routinely assess and hold oneself accountable to integrity behaviors.
6. If your workplace was one built on trust, fairness and psychological safety, then in many ways you would have your Organizational Status covered.
7. Highly desirable is the affirmation of Integrity Based Leadership as a managerial value that guides selection, appraisal and promotion processes.

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