The role of super-leadership in enhancing behavioral integrity
(An Empirical study in the Federal Integrity Commission)

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ABSTRACT--The present research aims to investigate the impact of super-leadership on behavioral integrity in Federal Integrity Commission. to achieve the aim of the research, Was used the (descriptive-analytical) method was used, and the questionnaire was used as a main tool in data collection, as (300) questionnaires were distributed to a sample of employees in Federal Integrity Commission based on a random sample technique and (268) questionnaires were retrieved, which are valid for statistical analysis. The results show there is a statistically direct positive effect and significance of super-leadership on behavioral integrity. the researchers draw an overall conclusion from the research as a whole.

KEY WORDS—Super leadership, Behavioral Integrity, Federal Integrity Commission

I.   INTRODUCTION

The recent rapid changes of organizations today and the pressure of internal and global competition have generated challenges that are difficult to face using traditional leadership methods, and obligated those organizations to make the best use of their human resources, as well as the direction of today's organizations to implement innovative types of work practices and the introduction of modern methods of modern management on a scale Broad (Manz & Sims, 1991: 19). Therefore, there have been calls for many researchers calling for the need to use a new leadership approach that supports the organizational climate and, supports creativity. A leadership does not remain confined to Top management but, rather moves in a balanced manner across all levels of the organizational structure (Bass et al, 2003: 208).

Many researchers pointed out that, super-leadership is the best leadership approach that, fits the conditions of employee participation, so this approach has become for most organizations not only an administrative approach, but rather a necessity to survive. Super-leadership through, leading others to lead themselves aims To highlight the best characteristics of followers to become stronger through their initiative, creativity and real contributions (Manz & sims2001: 5).

The accelerated organizational change of the organizations of the twentieth century generated institutional pressures on the leaders of the organizations that led them to try to adapt to modern administrative methods, and organizational change. That, led to a weakness in the harmony and compatibility between the declared values and

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the actual practices of these leaders, and therefore many demands emerged calling for the application of the principle of behavioral integrity as a problem and became widespread (Simons, 1999: 2).

Therefore, the idea of the research came to test the impact of super-leadership represented in its dimensions (Training and communicative support, Facilitation of Personal Autonomy and Responsibility) on behavioral integrity in the Federal Integrity Commission.

II.   LITERATURE REVIEW

A list of the main concepts used in previous literatures which is related to the concepts of this research.

A.   The Concept of Super-leadership and Its Dimensions.

There is almost agreement among researchers that, the concept of super-leadership is a modern concept in the administrative domain. Most traditional theories of leadership have mainly focused on how leaders influence subordinates within organizations (Gardner, 1990; Stogdill, 1974; Amanchukwu et al., 2015: 7; Anderson et al., 2017: 3; Khorakian & Sharifirad, 2019: 3). Super-leadership aims to showcase the best qualities of subordinates to become stronger through their initiative, creativity and real contributions (Manz & sims, 2001: 5). The Power according to the super-leadership approach, must not remain confined to the top of the pyramid, but rather must be transferred in a balanced manner across all administrative levels (Bass et al, 2003: 208).

The Super leadership is defined as the leader empowering subordinates to lead themselves (Manz & Sims, 1991: 18). It is defined according to (Briman, 1997: 3) as the pursuit of developing the leadership capabilities of subordinates to the level where they are not dependent on leaders to motivate their motivations and talents.

according to (Ericsson & Nydén, 2010: 14) that the super leader must be not individualism and his information monopoly, but, go towards openness and share information with subordinates, which gives vitality to the organization and motivates subordinates to success initiatives. This means that there is a certain level of control by the leader, that is determined according to the organization's conditions and work environment (Manz & Sims, 1980: 363). And, the remaining part of the control, the leader must extract it for the subordinates, through training, empowering and delegating tasks, to do it based on their capabilities in self-management (Manz & Neck, 2004: 33).

The researchers defines super-leadership is a type of leadership that, seeks to make positive contributions to followers, with the aim of highlighting to their self-leadership skills and giving them the training necessary to develop their own leadership skills. And provide Communicative support to develop the leadership mindset to take decisions in critical situations and encourage a culture of self-leadership.

Table 1: super-leadership Definitions

No.	researcher	Definition
1	(Manz & Sims,2001:22)	A strategy to lead others through self-leadership.
2	(Dato et al.,2009:7)	Mastering the art of leadership and teaching subordinates to do the same.
3	(Youn,2012:57)	Leaders possess the power and wisdom of many people by helping to unleash the capabilities of the subordinates (self-leaders) that surround them.

4	(Georgianna et al.,2016:928)	Leaders who appear to be useful coaches and who are facilitated to communicate with subordinates, as training and communication support are two distinct dimensions of super leadership.
5	(Bum & Lee,2017:40)	A leadership that makes subordinates leaders for themselves who think and act on their own rather than being commanded by others.
6	(Doetjes,2018:14)	Super leadership is described as the overall process of a leader to decentralize his leadership to his followers and enable subordinates to deal with such a style of leadership.
7	(Alabedi et al.,2019:7)	Motivating subordinates to achieve their goals and helping them to control and act independently by making subordinates act as the main factor in the process of achieving the goal of the institution.

Super leadership consists of two dimensions according to the scale (Georgianna, 2015: 2-4), as follows: -

1.Coaching and Communicative Support: It is an interactive process that helps employees to improve or learn something or to take their performance to the highest levels (Payne, 2007: 1). Coaching and Communicative Support is indicates the relationship between the leader and the workers through a set of feelings and attitudes that one holds for each other through their communication and providing all the consultations that the workers need and providing a hand of assistance among the workers to achieve the goals of the tasks assigned to them. Leaders who demonstrate superleadership behaviors can be seen as coaches, supporters and facilitators of communication, as training and communication support are a distinct dimension of superleadership, both in independent work teams and in more centralized work situations (Georgianna et al., 2016: 928).

2.Facilitation of Personal Autonomy and Responsibility: This dimension refers to openness to the other in a manner that enhances the process of joint decision-making, and thus supervisors allow subordinates to make decisions within the scope of their work, and this contributes to giving subordinates sufficient space to complete their work In their own style (Georgianna, 2015: 4), Autonomy is an essential psychological need for employees to work freely in the areas of will, choice, and self-determination (Deci & Ryan, 2000: 227).

B.   The Concept of behavioral integrity and Its Dimensions.

Integrity is related to an individual's value system, which including ethics, principles, honesty, and loyalty. but, during the past decade, there was disagreement in defining the concept of integrity, However, emerged two dominant schools, the first based on the assumption that integrity means (moral integrity), while the second assumed that integrity does not necessarily include the element of moral values (behavioral integrity) (Krylova et ak., 2017: 2). However, emerged a research group (Simons) was issued, which described behavioral integrity as the complete agreement between the leader's sayings and actions (Simons, 2002: 19).

According to (Krylova et ak., 2017: 3) behavioral integrity is defined, that as the individual's trustworthiness by the extent to which promises are fulfilled, and it represents whether individuals do what they promise, and whether or not those individuals abide by their values. behavioral integrity is defined as the perception constructed by the subordinate in relation to the level of alignment of words and statements made by an individual in authority a leader, direct manager, or organization as a whole) with the practices and actions of that individual (Prottas & Nummelin, 2018: 412).

the behavioral integrity of a leader is not just a job, that he performs and exercises in the institution, but includes the backgrounds, history, and previous practices he performed, which usually indicate the integrity of that

leader in dealing with his subordinates, so that when leaders talk about the actions they have performed the subordinates Directly they do the same thing without hesitation. Because the leader who announces the adoption of certain principles and values, and that announcement is not accompanied by real measures to promote those principles and values, the subordinates who are responsible for implementing those things that were announced are refraining from implementing it or implementing it, but not at the required level due to their sense of contradiction between the leader's words and actions and not convincing them of the leader's credibility (Simons, 2015).

Table 2: behavioral integrity Definitions

No.	researcher	Definition
1	)Simons,1999:3(	The degree of Perceived congruence between the values expressed in words and the values expressed through action.
2	Davis & Rothstein,2006:408)(	The behavior of the manager who is in line with his stated values, priorities and management style, and adopting trust and credibility in guiding the work in the organization.
3	(Palanski & Yammarino,2009:352)	It is the integration of supreme values as an entity that arises from the individual integrity of the members of the institution.
4	(Basik,2010:15)	It is the degree of compatibility between the values that are approved and the values that are actually adopted, regardless of whether or not the observer agrees with those values.
5	(Fritz et al.,2013:253)	The standards that supervisors enact and bear responsibility for implementing them, so that they deliver clear and important messages about what employees in the organization expect from them.
6	(Krylova et ak.,2017:3)	The trustworthiness of an individual through the extent of his fulfillment of the promises he makes, and whether or not these individuals abide by their values.
7	(Gatling et al.,2020:3)	A set of behaviors that must include the reliability of speech and the fulfillment of promises that are reflected in the organizational behavior of individuals.
8	The researchers	Optimal values and positive behaviors,that aim to maintain functional standards and systems, start with leadership and be perceived by employees to integrate a credible system component and enhance confidence in the leadership of the institution and its individuals.

Behavioral integrity has gained increasing importance in modern organizational research, and practical practices (Craig & Gustafson 1998; Davis & Rothstein, 2006; Palanski & Yammarino, 2009; Zhu et al., 2004).

The importance of behavioral integrity by the following points:

1-Behavioral integrity has positive results in the workplace through its contributions to preventing moral breakdowns and administrative and financial corruption as it constitutes the key to organizational effectiveness and growth.

2-That behavioral integrity is closely related to a leader's effectiveness, and organizational results are influenced by subordinates 'perceptions of leaders' behavior.

3-Trusting in the behavioral leader's integrity leads to reinforcing the organizational commitment of subordinates, enhancing citizenship behaviors, performance, and diminishing intentions to quit work.

4-That low levels of behavioral integrity lead to ambiguity in roles, and the identification of ineffective targets that are negatively related to job satisfaction and poor performance of subordinates.

Proposed Research Model and Hypotheses.

The framework, based on a number of previous studies (Georgianna,2015:2; Elsetouhi et al.,2018:35). Then, the research framework of the present research is shown in Figure 1.
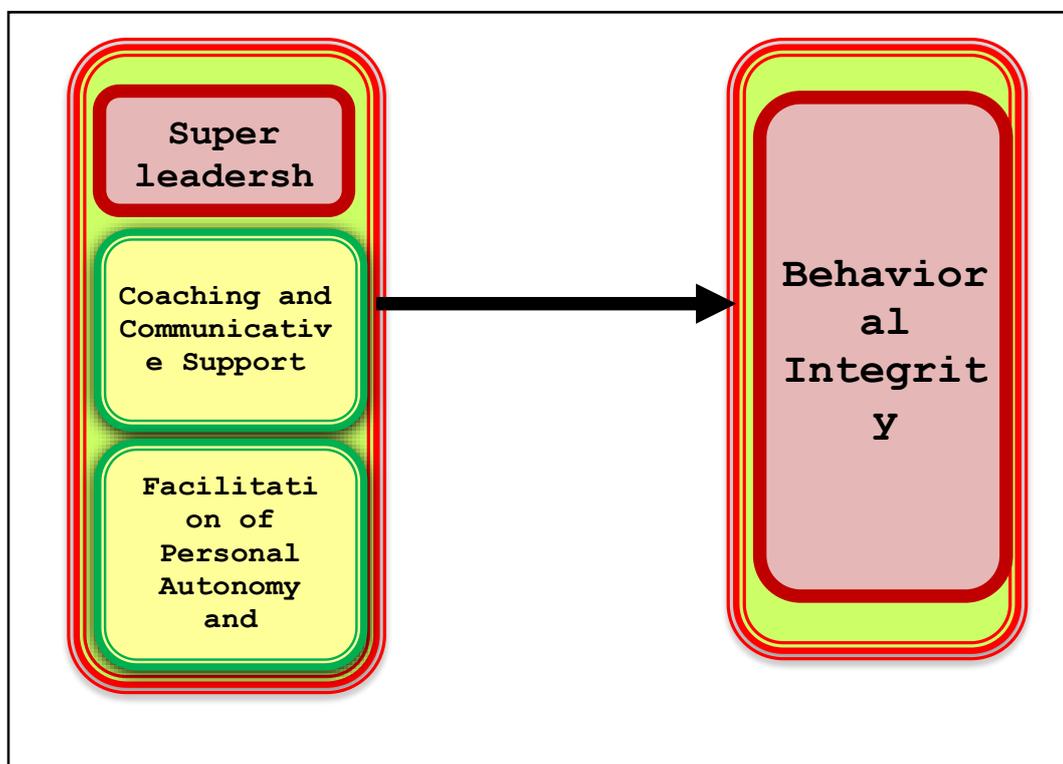

Figure 1: Theoretical Framework of the Research.

According to theoretical framework of this research, the hypotheses are formulated as:

Ho: Super leadership has not significant and positive effect on Behavioral Integrity.

H1: Super leadership has significant and positive effect on Behavioral Integrity.

III.   METHODOLOGY

3.1 Target Population.

In the present research, the population refers to all employees that work in Federal Integrity Commission.

3.2 Sample and Procedures.

Based on an application of random sampling technique, questionnaires were randomly distributed only among 282 employees by personal delivery and collection of questionnaires from January to March 2019.

3.3 Measures.

In the present study, the 26 measurement items were adapted from Georgianna (2015) for Super leadership and Elsetouhi et al (2018) for Behavioral Integrity. Moreover, present study seeks to measure all variables by using

a 5-point Likert scale where survey question is referred to agreement degree (i.e. 1 = strongly disagree, and 5 = strongly agree).

IV.   Hypotheses Test

In order to test the substantive hypotheses, a structural model was developed. It was run with 26 items to exogenous latent variable (Super leadership) and endogenous latent variable (Behavioral Integrity). This is because the overall results presented evidence of a good model fit. Hence, it can be concluded that these conditions meet the requirement of an acceptable model.

Table 3: Comparing reference standards with quality indicators matching search variables

Index	Level of acceptance	Calculated indicators of Super leadership	Calculated indicators of Behavioral Integrity
(Chi square)	P>0.05	0.064	0.057
GFI (Goodness of fit Index)	GFI>0.90	0.956	0.974
CFI (Comparative fit Index)	CFI>0.90	0.983	0.983
Root mean Square Error of Approximation (RMSEA(	RMSEA<0.08	0.044	0.057
(AGFI) Adjusted Good of fit Index	AGFI>0.90	0.936	0.948

According to Table 1, a number of items that had high common variance were deleted and reduced to reach the lowest paragraphs that do not contain high variations. The modeling results for the variable achieved acceptable results, which are better than the reference criteria. The structural model of H1 is shown in Figure 2 and Table 1.
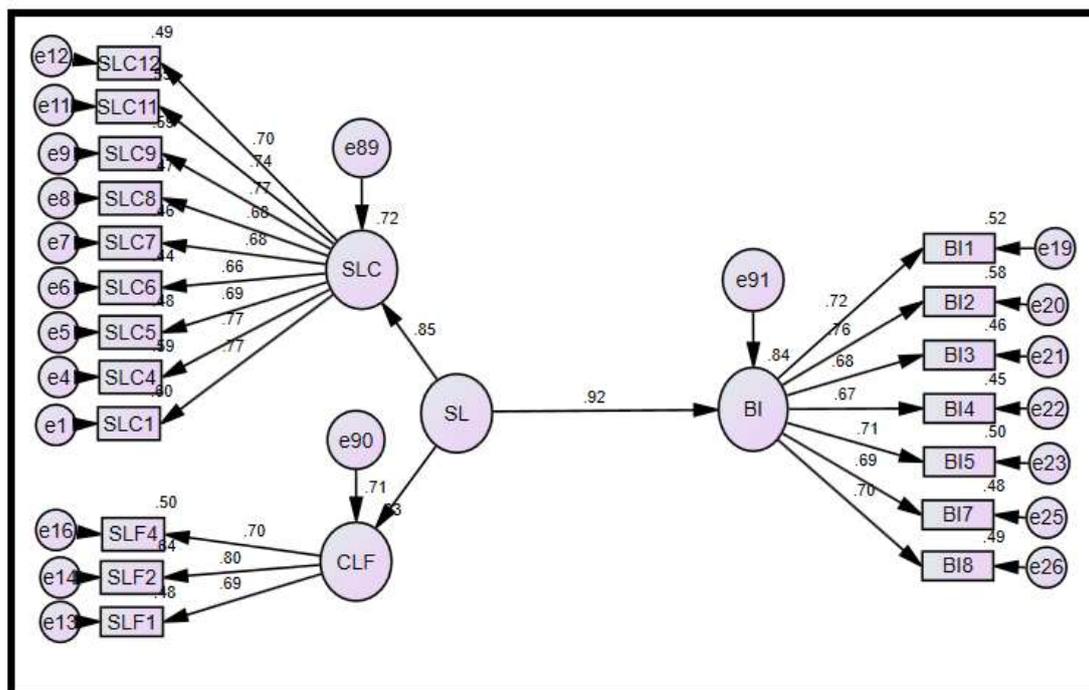

Figure 2: Structural Model of Effect between Variables.

Table 4: effect of Super leadership on Behavioral Integrity

Dependent variable	Behavioral Integrity					
Independent variable	Estimate	S.E.	C.R.	R^2	F	P.Value
Super leadership	0.92	0.0527	17.45	0.84	1481.8	0.000

It is noted from the results shown by the figure2, and table1, that superleadership has an effect on behavioral integrity that has a value of (0.92) which is a positive relationship, and that this relationship is also significant based on the value of (P) recorded (0.000) which is less than (0.05), As for the interpretation rate, the determination coefficient was recorded (0.84). According to these results, this hypothesis is accepted at the level of this study.

V.   CONCLUSIONS , LIMITATIONS AND FUTURE DIRECTIONS

This research has required investigating the impact of super-leadership on behavioral integrity in the Federal Integrity Commission. certainly, it augments our understanding of super-leadership represented in its dimensions (Training and communicative support, Facilitation of Personal Autonomy and Responsibility) on behavioral integrity. his is consistent with the study of Davis & Rothstein (2006) and, (Elsetouhi et al (2018), That means, the more leaders practice the super-leadership approach, this leads to increased behavioral integrity.

The results provided evidence that the super-leadership has a significant and positive effect on behavioral integrity. Accordingly, the present research has contributed to a investigate relationship the super-leadership on behavioral integrity field.

The findings of this research have theoretical, methodological, and practical contributions. As such, the current attempt has managed to fill in gaps that existed in the relationship between super-leadership and behavioral integrity literature. However, this research faced methodological and generalizability limitations. Then, further empirical research is needed to understand how these issues vary from culture to culture.

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