The Correlation between Transformational Leadership Sub-Dimension and Enforcement Authority Integrity

Irwan Hardy Borian, Izzie Hadzree Khamis

Royal Malaysia Police, Azman Hashim International Business School (AHIBS), Universiti Teknologi Malaysia (UTM) Malaysia

Abstract
Integrity is crucial to the success of both private and public institutions. Integrity-related issues have become pervasive in government institutions. Corruption in the public sector is said to be endemic in numerous authorities and departments. Failures in governance and effective control of procedures, as well as bad financial management and fraud, will result from a lack of integrity. This scenario has attracted the major concern of this paper to explore the connection between transformational leadership sub-dimensions with enforcement authority integrity. Thus, this article is an early study proposing a research model to examine the correlation between transformational leadership sub-dimension and enforcement authority integrity. This is due to the lack of previous studies about transformational leadership in integrity perspective. This paper will discuss four aspects of transformational leadership namely idealized influence, inspirational motivation, intellectual stimulation, and individual consideration and their correlation with integrity.
Keywords: Integrity, Leadership, Transformational Leadership, Enforcement Authority.

Introduction
Enforcement authority integrity is important to ensure any action fraud, abusing power, and corruption are minimized and punished so that the public is confident that is functioning rightfully. Integrity can be formed by institutionalization, the establishment of truthful and normal actions in the workplace (Goodstein et al., 2016). By strengthening integrity, any misleading action and fraud can be greatly reduced or eliminate (Khalid et al., 2016). The integrity method focuses on nurturing value in the public sector to prevent fraud and corruption (OECD, 2017). The concept is that by having better levels of integrity in the organization, fraud, corruption, and integrity violations may be prevented and minimized overall (de Graaf et al., 2018; Huberts, 1998). According to Yurniwati and Rizaldi (2015), public sector integrity is an important element in public governance in order for public sector employees to achieve a more transparent and effective organizational structure.

Huberts pioneered the idea of integrity violations in 1998, based on observations of public sector enforcers (Huberts, 1998) and how it relates to prior and current literature on fraud and corruption (de Graaf et al., 2018; Huberts et al., 2007; Karim et al., 2015). Research by Huberts (1998), had initially explained nine classifications of integrity violations involving public service officers namely are fraud, corruption, receiving gifts, side activities, misuse of information, discrimination, misuse of power, abuse of resources, and actions of crimes.

Many organizations and the public sector have adopted a variety of policies to improve or safeguard their organization's integrity, ranging from code of conduct and whistle-blowing procedures to job rotation and applicant screening procedures (Kaptein, 2004; Weaver et al., 1999). Nonetheless, of all the measures that may be taken to prevent integrity violations, management behavior remains the most vital. Several scholars, as well as practitioners, emphasize that leadership is the most important variable influencing the ethics and integrity of employees (Dickson et al., 2001; Fulmer, 2004; Zhu et al., 2004).

However, there has not been much empirical research done to see how various components of leadership contribute to integrity violations. Leadership is regarded an indeterminate or one-dimensional independent variable, and integrity infractions are considered a one-dimensional dependent variable. The issue is whether this assumption is reasonable. For example, preventing fraud may require different leadership attributes and talents than preventing discrimination, carelessness with confidential information, or contradicting employee sideline activities. Therefore, this article will examine the correlation between transformational leadership sub – dimensions and integrity among enforcement authorities. If there is an impact of transformation leadership sub - dimensions with integrity, we will conclude that the transformational leadership is required to manage integrity among enforcement authorities.

Problem Statement
In recent years, a number of problems have emerged in the Malaysian public sector, including fraud, corruption, governance failures, poor financial management, and a variety of other issues. These issues have been raised about the public sector's level of integrity in sustaining public trust as a consequence. Controversy and scandal of 1MDB and several corruption events including enforcement authorities such as Royal Malaysia Police (RMP), Malaysia Anti-Corruption Commission (MACC), Immigration Department of Malaysia (IDM), and Malaysian Road Transport Department (RTD), have given the public sector a bad reputation as a whole (GIACC, 2019). These scandals show that the sector failed to perform its duties with integrity and did not uphold any form of public trust. The development of corruption and fraud generally is evident in the statistics for bribery and integrity research and index such as (1) the survey by Transparency International on Corruption Perception Index 2020; (2) bribe payers index 2020; and (3) Global Financial Integrity Report. The recent report by Transparency International on Corruption Perception Index 2020, shows that Malaysia's score has dropped from 53 points in 2019 to 51 points in 2020, on a scale of 0 (very corrupted) to 100 (extremely clean), down from 53 points in 2019. Malaysia's ranking in the CPI also deteriorated from 51 in 2019 to 57 in 2020 among the 180 countries surveyed (Transparency.org, 2021). Although a decline in the score may appear statistically insignificant, the government must be aware that a 6 step drop in the ranking indicates that the progress in combating corruption was less efficient compared to other countries.

In Malaysia, there have been issues linked to integrity violation issue involving public enforcement authorities. Among the cases for example, the involvement of 10 cops and 2 MACC officers in "Nicky Gang" which is scammer crimes big shot. Former Inspector-General of Police Abdul Hamid Bador said a total of 34 uniformed personnel and members of enforcement agencies were suspected of being in cahoots with "Gang Nicky"(Yusof, 2021). Other enforcement authorities were also involved in integrity scandals, such as Immigration Department (Tan, 2016) and Road Transport Department (Sundramoorthy, 2019). As a result, knowing the reasons and causes of integrity violations enables us to recommend ways to prevent bigger losses in the future (Kolthoff, 2016; de Graaf et al., 2018).

Due to disappointing public enforcement scandals that have been exposed, a return to ethics and integrity in the public department has become vital and public organization leaders have to realize how important ethical leadership is. Not only are ethical practices essential to overcome the increasing occurrence of scandals and its negative consequences, but such practices also affect the reputation as an honest and trustworthy public sector as the government's representative (Fulmer, 2004).

Taking into consideration the above facts, leadership has a great role in the integrity impact of enforcement authority. Therefore recognizing the significant effect and correlation of transformational leadership sub-dimension with integrity will give fruitful insight to the government particularly in improving and identify the leadership factors that nurture and promote the value of integrity in enforcement authorities. The findings can serve to create awareness among policymakers to implement good governance procedures and integrity among all enforcement authorities regardless of what their rank is.

Research Question
Based on relevant issues, the research question of the transformational leadership and integrity study were arise to be answered such as below:
1) Does the transformational leadership sub–dimension, idealized influence is positively related to enforcement authority integrity.
2) Does the transformational leadership sub–dimension, inspirational motivation is positively related to enforcement authority integrity.
3) Does the transformational leadership sub–dimension, intellectual stimulation is positively related to enforcement authority integrity.
4) Does the transformational leadership sub–dimension, individual consideration is positively related to enforcement authority integrity.

Research Objective
To accomplish the above research questions, the specific research objectives of this study were as follows:
1) To examine the correlation between transformational leadership sub–dimension, idealized influence, and enforcement authority integrity.
2) To examine the correlation between transformational leadership sub–dimension, inspirational motivation, and enforcement authority integrity.
3) To examine the correlation between transformational leadership sub–dimension, intellectual stimulation, and enforcement authority integrity.

4) To examine the correlation between transformational leadership sub–dimension, individual consideration, and enforcement authority integrity.

Literature Reviews
Enforcement Authority Integrity
Integrity is complete honesty carried through the fibres of one's being and the entire mind, into thinking and conduct. Dwight David Eisenhower, US 34th President once said the supreme quality for leadership is unquestionably integrity. It is impossible to achieve true success without it, whether on a section gang, a football field, in the army, or in an office (Jr., 2019).

According to Lapidot et al (2007), integrity is defined as a moral-ethical dimension that influences employee work and serves the organization's core missions by considering a leader's integrity, leader traits leading to perceptions of trustworthiness as well as integrity demonstrated by this trustworthiness.

Integrity is essential for both private and public institutions to succeed. When an employee's or manager's integrity is questioned, it can paralyses both them and the company (Cooper et al., 2001; Heidenheimer & Johnston, 2002). Integrity is a key prerequisite for a profit organization's overall stability (Kaptein & Wempe, 2002; LeClair et al., 1998). An organization with integrity strengthens stakeholder confidence in an organization (Shaw, 1997), reduces external regulations (Hill, 1990) and conflict (Schwartz, 2000), and enhances cooperation with stakeholders (Shaw, 1997).

In Malaysia context, they were some studies on integrity practices in public sector have been conducted. Johari et al. (2020) is one of the recent study to examine the role of accountability, risk management and managerial commitment to integrity in the public sector of the developing market economy. The finding indicated that integrity practices in Malaysia's public sector are statistically significantly related to risk management, accountability and management commitment.

Another recent study in Malaysia by Izzaz Zahari et al. (2019) has analyses integrity climate relationship towards the levels of integrity violations in government employees. The objective of this study are to examine whether honesty, conscientiousness, and principal have any effects towards the level of corruption in the public sector. The finding of this study provide evidence and support that ethical environment of integrity is associated with the levels of corruption in the organization.

The current study however, focused on the relationship between transformational leadership style and enforcement authority integrity. Most of previous studies focus on the issues of integrity and they tend to explore the effort taken by the government to improve the level of the integrity among the public employees (R. B. Ahmad et al., 2017). To the best knowledge of the authors' knowledge, this study is one of the first to examine the correlation between transformational leadership sub-dimensions and the enforcement authority integrity.

Transformational Leadership Sub-dimension
A large number of study has been done over the last 30 years to look at the direct effects of leadership on work outcomes like job performance, creativity, and organizational citizenship

behavior (Zhu et al., 2013). During this time, leadership research has shifted from transactional (i.e., where leaders reward followers based on their performance) to transformational (i.e., where leaders motivate their followers to exceed expectations) forms of leadership (Judge & Piccolo, 2004; Pillai, 2013).

Transformational leadership evolved from charismatic leadership, in which subordinates looked up to leaders and leaders were regarded as excellent people who always looked out for their followers. Transformational leadership Burns (1978) and Bass et al. (1985; 1999; 1990) introduced transformational leadership, which is defined as a meaningful and creative interaction between leaders and their followers which culminates in a vision-driven revolution in followers (Bass, 1985). The four sub-dimensions of transformational leadership are as follows: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Many researchers have investigated the transformational leadership construct by using the multifactor leadership questionnaire (Avolio et al., 1999; Avolio & Bass, 1995; Den Hartog et al., 1997; Goodwin et al., 2001; Hinkin & Schriesheim, 2008; Kanste et al., 2007). Numerous meta-analyses and studies have gathered evidence supporting the transformational leadership paradigm across different situations and settings (Bass, 1997; Bass et al., 2003; DeGroot et al., 2000; Gong, 2009; Grant, 2012; Yammarino & Bass, 1990; Judge & Piccolo, 2004). Moreover, research has shown that, although transformational leaders can be more or less effective in different contexts (e.g., Antonakis et al., 2003; Kearney & Gebert, 2009) and in different samples (e.g., women and men, or younger and older leaders; Eagly et al., 2003), specific aspects of transformational leadership are strongly and universally endorsed across cultures (Den Hartog et al., 1999).

In the age of globalization, an effective leadership style is critical for organizations seeking to remain competitive, particularly in the global environment. Furthermore, as new challenges arose as a result of economic, political, social, and technological considerations, the organization needed to shift from transactional to transformational leadership. According to Nanjundeswaraswamy & Swamy (2014), effective leaders are the one who are able to influence and motivate their followers to achieve the goals of organization. Hence, the difference style of leadership may affect the performance and the effectiveness of organization.

Based on prior research on leadership methods, particularly those that have been explored since the 1980s, transformational leadership has emerged as a key factor in explaining the relationship between transformational leadership and integrity (Bryman, 1992 & Northouse, 2021). Crucially, in this recent year integrity has become as critical component of leadership, however a full understanding of how integrity and leadership are interrelated is still emerging in the leadership literature (Palanski & Yammarino, 2007). Study by J. Johari & Yahya (2016) indicated that leadership style able to effect followers' integrity which can lead to perform their positive attitudes and behavior.

This statement was supported by a study conducted by (Parry & Proctor-Thomson, 2002), which demonstrated a significant positive association between transformative leadership and perceived integrity. Furthermore, previous research findings revealed that there is a

correlation between transformational leadership and integrity, indicating that leadership could have an impact on the organization and influence employee (Igbaekemen & Odivwri, 2015). Hence, based on the abovementioned statement, this study attempts to identify the relationship between transformational leadership sub-dimensions and integrity among enforcement authority.

The following section explores into the elements of integrity and transformational leadership, focusing on i) idealized influence, (ii) inspirational motivation, (iii) intellectual stimulation, and (iv) individualized consideration.

Idealized Influence

Transformational leaders are able to develop significant referent power and influence over followers by showing respect for others and building their confidence and trust in the overall mission. Idealize influence is described as a leader's capacity to act as a role model by demonstrating great performance and a strong work ethic (Felfe et al., 2004). Idealized influence also implies role modeling behavior, identification with the leader, and the internalization of the leader's vision, values, and missions through the charismatic leader's emotional impact (Avolio et al., 1991; Ahmad et al., 2019). Showing followers that they can achieve goals they believed were impossible boosts the leader's influence for future missions and objectives. Such leaders, in the end, indoctrinate in his\her followers the ability to lead themselves when necessary and desired. Such leaders are admired by their followers and are usually referred to as charismatic (Judge et al., 2006).

Inspirational Motivation

A motivated leader is one who can inspire others to attain corporate goals. In reality, great leaders not only stimulate their subordinates, but also hold them to a higher level, speaking with zeal and optimism, and providing impetus and encouragement to the work that will be done (Boyett, 2006).

The present emphasis on transformational leadership will suffer if inspirational motivation is seen as a virtue which only CEO possess rather than a capacity that employees at all levels of businesses possess in varied degrees (Barbuto, 2005). While inspirational motivation would be most visible at the top of organizations, persons at lower levels can indeed demonstrate a high level of motivation. In the perspective of their followers and employees, people at lower levels can however display a high level of inspirational drive.

Inspirational motivation involves motivating behaviors, which give followers' tasks meaning, thus fostering optimism through leader behavior, and inspiring followers through symbolic actions (Avolio & Bass, 2004).

A leader's level of inspirational motivation is boosted even further if fellow employees have a vision or merely stated objectives for where the company is headed(Avolio et al., 1991). Inspirational leaders often embrace various
techniques to generate enthusiasm and confidence,
in addition to providing an example of hard work,giving "pep" talks, remaining hopeful in ti
mes of calamities, and think of ways to simplify an employee's responsibilities and workload by implementing innovative work solutions.

Intellectual Stimulation

In order to serve in a transformational leadership role, a leader must be concerned with establishing means and reasons for people to shift their minds regarding technical issues, personnel management issues, and even their own personal attitudes and values that have accumulated over the course of their lives (Avolio et al., 1991; Stewart, 2006). An intellectually stimulating leader encourages people to consider "old" problems in new and exciting ways and to solve them using logic and facts rather than unsubstantiated assertion.

Intellectual stimulation refers to practices that encourage followers to reframe difficulties, generate fresh and original ideas, and approach old situations in novel ways. (Bass et al., 2003). When job challenges and decision-making are complex and complicated, a two-way intellectual stimulation process may be essential. A good leader, in some circumstances, not only encourages followers' thinking, but is also open to and stimulated by their reasoning and ideas. This is an example of a bottoms-up influence. When the leader has little expertise or information concerning an issue, such exchanges are very beneficial. When a leader is seeking to retain enthusiasm and a high level of motivation among an educated workforce that prefers to have their viewpoints at least considered by the leader, intellectual stimulation is also desirable.

Transformational leaders' help followers think about persistent problems in fresh and unique ways by stimulating their minds (Yasin et al., 2014). Followers are encouraged to challenge their own and the leader's perceptions, assumptions, and values, which may be outdated or inappropriate for managing the obstacles that an organization faces. Followers build their own talents to recognize, analyze, and eventually solve future challenges as a result of their leaders' intellectual stimulation. Followers' conceptualization, comprehension, and analysis of problems, as well as the solutions created, are influenced by intellectual stimulation.

Individual Consideration

Transformational leaders focus on the individual employee and his or her needs rather than treating all followers the same and as if they all have the same needs. Such leaders listen to and share an individual's concerns while also assisting the individual in developing confidence. Perhaps the mentoring role best represents individualized consideration (Mostafa et al., 2015).

Individualized consideration leader behavior that includes providing a supportive climate and new learning opportunities (e.g., coaching; Bass et al., 2003). Individualized consideration can also be demonstrated by a leader who acts as a personal advocate for an employee by "going to bat" for the employee when necessary. A leader who goes to bat ensures that the employee has the assistance and resources needed to meet current objectives. This may necessarily imply active negotiating or maneuvering with individuals in other departments or units who cause problems for the individual. Other managers, for example, may wish to redirect or add to an employee's job activities in order to meet certain pressing demands at work. However, if the new activities could result in an unreasonable workload, the employee's leader would keep resisting such pressures. Transformational leaders work to eliminate unnecessary "obstacles" in the system that obstruct both the development and performance of their followers.

In summary, one key assumption of individualized consideration is that each employee has different needs and that those needs will change over time, partly due to the leader's influence. The transformational leader must be able to diagnose and evaluate each follower's needs, and then elevate them as needed to develop each follower to his or her full potential.

Relationship between Transformational Leadership Sub-dimension - Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration to enforcement authority integrity.

Relationship between Transformational Leadership Sub-dimension - Idealized Influence and enforcement authority integrity.

Idealized influence consist of ethics climate namely law and code, rule climate, and caring climate (Van Aswegen & Engelbrecht, 2009). In the law and code climate, the law and professional standards are put above all other considerations (Victor & Cullen, 1988). The leader shows high ethical and moral standards and thereby becomes a role-model who is respected and trusted by his or her followers. In the rule climate, it is required to follow the organization's procedures (Victor & Cullen, 1988). This climate would be evident if the leaders acted ethically standards that have been established. In other words, when leader comply with their action to their words. As a result, this leads to integrity and trusted by the followers. While leader in caring climate always consider the good of their follower, and prioritized others before themselves (Victor & Cullen, 1988). This behavior sets an example for followers and the leader is admired and trusted by them. Therefore, this discussion leading to the following hypothesis:

H1: Transformational leadership sub-dimension – idealized influence should have a significant positive relation with enforcement authority integrity.

Relationship between Transformational Leadership Sub-dimension - Inspirational Motivation and enforcement authority integrity.

People are expected to follow their own unique moral and ethical values through inspirational motivation (Victor & Cullen, 1988). Leaders with inspirational motivation perform in ways that motivate and inspire those around them by providing meaning and a challenge to followers' tasks, while allowing them autonomy to decide for themselves a decision. Inspirational leaders nurture awareness of what is important in a problem and encourage the use of 'intuitive feelings' in problem solving (Barbuto, 2005; Bass & Avolio, 1990). The leader gives his or her followers the freedom to decide their own ethical principles especially in the context of integrity. The leader emphasis them of mission and boosting their confidence in achieving integrity climate. Hence, from the above discussion the following hypothesis can be postulated:

H2: Transformational leadership sub-dimension – inspirational motivation should have a significant positive relation with enforcement authority integrity.

Relationship between Transformational Leadership Sub-dimension - Intellectual Stimulation and enforcement authority integrity.

Intellectual stimulation may result in the development of an independence environment, in which followers are encouraged to challenge their own values, beliefs, and expectations. It is

also enables followers to make their own decisions (Victor & Cullen, 1988). Leaders foster and support innovation, creativity, and the re-examination of long-held beliefs. New ideas are encouraged, and there is no need to be afraid of making mistakes or going against the crowd. Intellectual stimulation also allows for evaluation of the organization's environment, whether internal or external, in order to generate new ideas (Edwards et al., 2010). Additionally, employees who perceived their leader to be a person of integrity have a trust towards their leader and depend on their perspective. Thus, on that note the following hypotheses were developed as follow:

H3: Transformational leadership sub-dimension – intellectual stimulation should have a significant positive relation with enforcement authority integrity.

Relationship between Transformational Leadership Sub-dimension - Individual Consideration and enforcement authority integrity.
Individualized consideration refers to developmental leadership that focuses on developing skills and self-efficacy expression through professional development opportunities. Furthermore, individualized consideration refers to supportive leadership that values and respects followers and individuals, as well as promoting less negative reactions to organizational changes (Edwards et al., 2010). Individualized consideration also refers to the leader's role as a mentor by prioritizing and being a good listener to the individual followers' needs for achievement and growth by encouraging them to take on more responsibilities, particularly during task delegation, in order to reach their full potential and become realized. A leader with individual consideration implemented mentoring programs as a mechanism to help followers to grow through personal challenges(Mohamad et al., 2014). Hence, it is suggested a hypothesis as below:

H4: Transformational leadership sub-dimension – individual consideration should have a significant positive relation with enforcement authority integrity.

Conceptual Model
Based on the above mention hypotheses development in the previous subsection, the research model is then shown in Figure 1. The model proposed that enforcement authority integrity is influenced by transformational leadership sub-dimensions namely idealized influence, inspirational motivation, intellectual simulation, and individualized consideration.
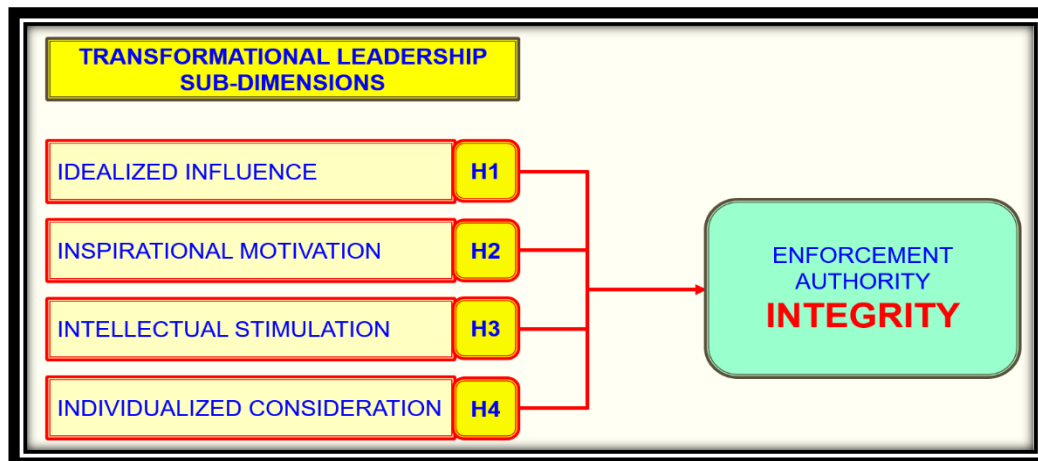
Figure 1: Conceptual Model

Conclusion, Implications and Future Research

The current study aims to identify the correlation between transformational leadership sub-dimensions with enforcement authority integrity. A review of the relevant past studies indicated that the transformational leadership sub-dimensions which are idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration influencing the integrity among enforcement authorities. This paper has several implications for theory and practice. The theoretical implication of this paper lies in the integration of prior transformational leadership literature in sociology, management, and the economy as well as psychological to explain determinants in integrity. Another theoretical implication is the proposed research model can be used to conduct further research on transformational leadership and integrity. The practical implication is the information about the correlation and factors of leadership towards integrity can be utilized by the authority specifically the enforcement department to take a balanced approach that will encourage integrity through efficient leadership. The findings from this study are in turn would have a significant effect on public enforcement authority to implement and establish an integrity environment, ethics, and quality of leadership. The combination of these factors indicates that transformational leadership has a positive influence on integrity. This paper is a conceptual discussion, therefore, no empirical evidence is provided. This study suggested that further research could validate and examine involving both qualitative and quantitative in order to find out more in-depth study findings related to this study area.

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Corresponding Authors

1) Irwan Hardy Borian
   Royal Malaysia Police (RMP)
   Email: spacecop.gaban16719@gmail.com
2) Izzie Hadzree Khamis
   Azman Hashim International Business School (AHIBS) Universiti Teknologi Malaysia (UTM)

Email: izziehadzree@graduate.utm.my

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