**Gordon Institute
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Towards understanding, applying and utilising integrity at an organisational level

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ABSTRACT

This paper explores the understanding, application and utility of integrity at an organisational level to assist in bridging the gap between the notion and application of the concept. Integrity is one of the most touted values in business, yet well-documented failures of organisations lacking integrity continue to play out with often disastrous consequences. Such recurrence highlights this gap.

An explorative study using semi-structured interviews with managers from a range of industries was conducted to assess their views, practices and experiences. The study focused on organisations that claimed integrity as a value.

The results reveal moral behaviour as the underlying foundation across a range of definitions. They also show that the perspectives of objects and systems are important to, and interdependent of, an organisation's integrity. Leader-driven practices focus on encouraging dialogue and transparency, with scenario-based discussions generating awareness of situational risks.

While a principles-based approach to codes of conduct and acknowledging mistakes facilitates greater transparency, creating a safe space for discussion of different views provides an avenue to deal with tension between personal and organisational values. Should an organisation's integrity be compromised, this study shows that repairing it requires quick action, acknowledgement, transparency and accountability while preventing recurrence to maintain trust.

KEYWORDS

Integrity, Organisational, Application, Understanding, Utility

DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

Signed: _____

Gareth Ross Armstrong

Date: _____

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1.1 Introduction

> "The supreme quality for leadership is unquestionably integrity. Without it,
> no real success is possible, no matter whether it is on a section gang, a
> football field, in an army, or in an office." (Eisenhower, nd).

Integrity is widely accepted as an important characteristic from both a personal and organisational perspective (Audi & Murphy, 2006; Jensen, 2010; Ethics Resource Center, 2011; Anderson, 2012). With over 85 per cent of Fortune 500 companies citing integrity as one of their core values (Ferguson, 2015), it is clearly a highly subscribed to component of management focus. There are, however, organisations that simply resort to the creation of value statements without giving proper consideration to the implementation or application thereof. Some have even resorted to blindly copying the value statements of other, often unrelated, organisations (Roth, 2013).

The consequences of organisations lacking integrity have been highlighted by well-documented scandals including Enron, WorldCom, Tyco, HSBC and Bernard Madoff, to name but a few (Gentry, Cullen & Altman, 2012; Erhard & Jensen, 2014). More recent examples include Wallenius Wilhelmsen Logistics' woes with the Competition Commission of South Africa over alleged involvement in price fixing, market division and collusive tendering (WWASA, 2015; WWL External Communications, 2015).

The controversial Volkswagen emissions testing scandal that involved the alleged use of software to deceive regulators about the emissions levels of diesel vehicles is another. It cost the company billions in US dollars and negatively affected not only the organisation itself, but its network of suppliers (Donahue, 2015). Given the contrast between the importance of integrity and such disastrous examples, there is a critical gap between the notion of integrity and its application within organisations that needs to be addressed.

Organisational performance is affected by integrity to such an extent that Jensen (2010) has suggested that improvements of over 100 per cent in output may be attained through measures that increase integrity within an organisation. However, despite these apparent dramatic organisational benefits of having integrity and obvious consequences of not, most research has limited the focus to integrity from an individual perspective (Palanski & Yammarino, 2007).

Palanski and Yammarino (2011) have recognised this gap and thus called for an investigation into "…prescriptive steps for improving integrity at all organisation levels" (p. 782). Further examination of integrity from an organisational perspective may therefore provide a deeper understanding of its application and thereby improve its utility.

The Oxford Advanced Learner's Dictionary defines "integrity" as: "1 the quality of being honest and having strong moral principles" and "2 (formal) the state of being whole and not divided" (Oxford, 2001). Divergent schools of thought have resulted in "five general categories of integrity: wholeness, consistency of words and actions, consistency in adversity, being true to oneself, and moral/ethical behaviour" (Palanski & Yammarino, 2007, p. 173). Erhard, Jensen and Zaffron (2009) have proposed a construct that has the potential to broaden this focus and frame the discourse from a multidimensional perspective that is more suited to the organisational context.

1.2 Research Problem

Given the importance of integrity within an organisation, the need for leaders to focus on and apply integrity throughout the organisation is clear. How integrity should be applied, however, is less clear. This lack of clarity is a management dilemma, which is crucial given the benefits of integrity, which requires an investigation into practical steps which may be utilised to enhance an organisation's integrity.

Considering that a leader would need to have an understanding of the meaning of integrity to effectively apply it, one reason for this lack of clarity may lie in the interpretation thereof. Although a commonly used term, the variety of disparate definitions indicate superficial use thereof and a lack of clarity regarding its meaning (Palanski & Yammarino, 2007; Moorman et al., 2012).

The application of integrity should include perspectives other than those of the individual and leader-follower paradigms to produce a broader perspective. Considering organisations do not operate in isolation, the stakeholder perspective provides an additional dimension to the meaning of integrity. Freeman and Reed (1983) defined stakeholders from "the wide view" as "any identifiable group or individual who can affect the achievement of an organization's objectives or who is affected by the achievement of an organization's objectives" (p. 91). Given that an organisation is comprised of more than one person and ultimately engaged with

multiple stakeholders (Robbins & Judge, 2013; Freeman & Reed, 1983), the integrity of an organisation is dependent on more than the actions of a single individual.

Applying integrity throughout an organisation is therefore inherently more complex than from the perspective of an individual. A leader would need to address this complexity by discerning which perspectives and areas would need to be addressed.

A more holistic, organisational view may be facilitated by considering the various levels of integrity as suggested by Erhard et al. (2009), which includes the personal, organisational and systemic/product perspectives. Consideration for the interaction of interpersonal values (Simons, 2002) and the evolution of intrapersonal values (Ibarra, Snook, & Ramo, 2010) in the context of an organisation's integrity would assist in addressing the possible tensions between personal, social and organisational values. Palanski and Yammarino (2007) proposed a continuum of acceptable behaviour which may be a useful perspective when dealing with such tension. This, however, would ultimately require a trade-off and the preference of one value system over another. The combination of these perspectives may provide the framework necessary to further examine integrity from an organisational perspective.

1.3 Research Objectives

To address the lack of clarity regarding the understanding and application of integrity at an organisational level, this study seeks to contribute towards the theoretical understanding of integrity as a multidimensional construct as well as explore how integrity may be practically applied within an organisation through its leadership. The report addresses two objectives. Firstly, it examines how leaders interpret and apply integrity within the organisation from an individual, group and systemic/product perspective by assessing how leaders embody, identify, promote, support, protect and repair integrity within the organisation. Secondly, it investigates the mechanisms used by leaders to maintain organisational integrity while acknowledging and addressing the potential tension arising from differences between individual and organisational values.

1.4 Research Scope

The scope has been limited to how leaders interpret, identify and apply integrity within an organisational context at an individual, group and systemic/product level. This paper

has not been concerned with assessing or debating ethical standards and moral viewpoints, but rather how such viewpoints are acknowledged, prioritised and applied within an organisation while promoting organisational integrity. As such, this paper has not focused on the normative aspects of management practices, but rather it has emphasised the descriptive aspects, which enable the effective application of integrity within an organisation.

1.5 Summary

Applying integrity at an organisational level is a management imperative. With the lack of clarity regarding its practical application, this research sought to bridge the gap.

This qualitative, explorative research examined the understanding of integrity and how it is applied within organisations from the perspective of managers in various industries. A quasi-longitudinal design was employed and semi-structured interviews as well as follow up questionnaires were used to explore participant perspectives.

Practical steps to improving the integrity of an organisation were explored as well as mechanisms to deal with tension between personal and organisational values. The findings are therefore of value to leaders looking to improve the integrity of their organisations and build on extant theory by contributing a practical approach from an organisational perspective.

The following chapter presents the literature review. Various definitions and the impact of integrity are discussed, as well as the perspectives of the individual, group, systems and organisational output.

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Chapter 2: Literature Review

2.1 Introduction

This chapter presents the literature review and explores the various definitions of integrity as well as its impact, before contextualising the discourse from the various perspectives relevant to an organisation. The perspectives of the individual, interpersonal, group, systems and organisational output are discussed.

2.1 Definition of Integrity

With much of the recent discourse being focused on the human or individual perspective (Palanski & Yammarino, 2007), the interpretation of integrity in terms of objects and systems has been relatively unchallenged as part of the category of wholeness. Attempts to frame integrity from the human or individual perspective however, have ranged from behavioural integrity (Simons, 1999) – which focuses on consistency of words and action, to perceived leadership integrity (Craig & Gustafson, 1998) – which focuses on the perception of leadership integrity from the followers' perspective and measures the absence of unethical behaviour.

From the human or individual perspective, much of the conceptual issues in defining integrity have stemmed from the overlap of related constructs such as trust, morality, honesty, and ethics (Audi & Murphy, 2006; Palanski & Yammarino, 2007; Erhard et al., 2009). Though this has resulted in various approaches to the definition of integrity, the underlying intention has been to differentiate such overlapping constructs while maintaining the meaning and power of each and recognising their interdependent nature.

Audi and Murphy (2006) attempted to bridge the gap between the various constructs of integrity from a human perspective and presented integrity as an adjunctive virtue, in that integrity of itself is neither morally good nor bad. Palanski and Yammarino (2007) framed integrity as the "consistency of an acting entity's words and actions" (p. 178). The authors thereby differentiated their definition of integrity by focusing on the actual alignment of words and actions, rather than the perceptions of such consistency. They concluded however, that as an adjunctive virtue, integrity must be part of other virtues of good character in order for it to be valid.

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Palanski and Yammarino (2007) also addressed the alternative moral constructs of integrity and argued that overlapping terms such as honesty, trustworthiness and authenticity should remain separate from, while still supportive of, integrity to avoid confusion. They asserted that by the separating of integrity and value systems and when interpreting integrity as an amoral construct, the requirement for the support of good moral character allows for some latitude in terms of what would constitute such character.

Palanski and Yammarino (2007) thereby suggested a continuum of acceptable behaviour (as opposed to a rigid construct requiring a specific value system) within "reasonable, objective boundaries" (p. 178). This continuum may be important to consider when dealing with groups of individuals given the likelihood of variations across individual value systems, which may require compromise while attempting to maintain the integrity of both the group and the individual. This continuum may provide the latitude needed to bridge the gap between differing value systems. Palanski and Yammarino (2007), however, fall short of expanding on the mechanics of how this continuum could be utilised in the context of the interpersonal perspective within an organisation.

Moving from an interpersonal perspective to a broader organisational perspective, Erhard et al. (2009) reframed integrity as a "factor of production" (p. 17) and defined it as "a state or condition of being whole, complete, unbroken, unimpaired, sound, perfect condition" (p. 18). Although a working paper, the framework proposed by Erhard et al. (2009) is appealing since they have outlined a construct that is congruent with extant literature while forming a practical, multidimensional structure. This is useful in framing the discourse from the various perspectives required in terms of an organisational context.

Similar to integrity as an adjunctive virtue (Audi & Murphy, 2006), Erhard et al. (2009) referred to integrity as "a purely positive phenomenon, independent of normative value judgments" (p. 18). They cautioned against framing integrity as a virtue because doing so diminishes its power and meaning. In addition, they addressed the issue of overlapping meanings conveyed by similar constructs while highlighting the differences between morality, ethics, legality and integrity to avoid diluting the construct of integrity.

Bauman (2013) argued that although reducing integrity to an amoral construct may offer some benefits, such as clearing the confusion regarding its definition, the approach "…distils a rich ethical concept into a single, non-ethical trait" (p. 417). He added that the moral aspect of integrity is important due to its pervasive inclusion in

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terms of the common usage, scholarly literature and important ethical research of moral integrity.

Erhard et al. (2009) however emphasised the role of virtues and values as part of the completeness of a person or group's word, thereby maintaining the necessity for a moral component. Even as separate constructs, these aspects are an integral part of one's word and therefore also of one's integrity. They have also explicitly layered the consideration of integrity in terms of objects or systems as well as people and groups of people, while examining the construct from the perspectives of integrity as a phenomenon, concept and term. This creates a practical and more comprehensive framework.

Critically, Erhard et al. (2009) pointed out that constructs of integrity, such as behavioural integrity, are too rigid in that these constructs rely on keeping one's word to maintain integrity. They address this criticism by proposing that integrity is rather about honouring one's word.

In essence, in order to honour one's word, when an individual or organisation becomes aware that they have failed to keep their word (or risk doing so), they should immediately acknowledge and communicate the failure. They should also take action to redress the situation and thereby maintain their integrity by honouring their word (Erhard et al., 2009).

A person or organisation will not always be able to keep their word for a number of reasons and without an avenue to redress the situation while maintaining integrity, the result is a propensity to avoid dealing with the failure due to the perceived cost of facing the problem. While failing to keep one's word may be inevitable at times, there is always the possibility of honouring one's word and thereby the opportunity to maintain one's integrity (Erhard et al., 2009).

Such failure, however, results in a loss of integrity and the compounding of costs associated with not keeping one's word (Erhard et al., 2009). They thereby acknowledged the nature and complexity of integrity in application and stressed that in order for integrity to be an effective model, the opportunity to maintain integrity when failing to keep one's word is essential.

The interdependence of objects, systems, individuals and groups of people seems intuitive. This interdependency may lead to the inference that within an organisation,

leaders would need to utilise integrity from personal, interpersonal and systemic perspectives in order to:

- ➢ embody the principles of integrity as a leader,
- ➢ foster integrity within the team, and
- ➢ promote systems that support an organisation's culture, products and services with integrity.

This approach therefore strikes a balance between the various schools of thought and provides a multidimensional framework suitable for the examination of the application of integrity from an organisational perspective and was utilised to inform the structure of this research (Erhard et al., 2009).

2.2 Impact of Integrity from an Organisational Perspective

Robbins and Judge (2013) defined an organisation as "a consciously coordinated social unit, composed of two or more people, that functions on a relatively continuous basis to achieve a common goal or set of goals" (p. 39). An organisation consists of people, systems and processes as well as products and/or services, and is in itself an entity. One could thus consider integrity in the context of an organisation from an open systems perspective, where an organisation interacts with, is affected by and has an effect on its environment (Cummings & Worley, 2009). The interaction with and effects of stakeholders (Freeman & Reed, 1983) would also be relevant.

Within the construct of integrity as a factor of production (Erhard et al., 2009), great importance is placed on the consistency of words and deeds as with behavioural integrity (BI) (Simons, 2002) and as an adjunctive virtue (Audi & Murphy, 2006). The associated outcomes of BI are therefore relevant in of the context of an organisation.

Integrity offers positive effects that are relevant to the organisation on many levels. From both supervisory and senior management levels, integrity is "…critical for overall organisational health" (Kannan-Narasimhan & Lawrence, 2012, p. 175).

Behavioural integrity is negatively correlated to job tension and moderated by procedural justice (Andrews, Kacmar, & Kacmar, 2015), which highlights the need for consistency as well as fairness within an organisation. In turn, it is positively related to engagement and performance (Vogelgesang, Leroy & Avolio, 2013; Palanski & Yammarino, 2011). It is also "positively related to job satisfaction, job engagement,

health, and life satisfaction and negatively to stress, turnover likelihood, and work-to-family conflict" (Prottas, 2013, p. 51). There is also greater alignment of experienced human resource practices with intended human resource practices (Innocenti, Peluso & Pilati, 2012). From a relational perspective, integrity results in trust and credibility (Simons, 2002).

Erhard et al. (2009) discussed the impact of integrity on performance (with the definition of performance depending on the purpose or desired outcome of the object, system, person or group of people being considered). They linked integrity to the concept of workability, which is "the state or condition that determines the available opportunity for performance (the 'opportunity set')" (p. 40). Their reasoning is that integrity is required for maximum workability and that a decline in integrity will lead to a decline in workability. Given that maximum workability is required to achieve maximum performance, Erhard et al. (2009) proposed what they call "the ontological law of integrity" (p. 19), which states that "to the degree that integrity is diminished, the opportunity for performance (the 'opportunity set') is diminished" (p. 19).

The impact of integrity however, spans beyond an organisation's boundaries and affects the interaction of the organisation with its environment. A lack of integrity reduces investor confidence, customer support and the potential to attract new talent. Such organisations also bear additional legal, reputational and financial risk (Stevens, 2013). Organisational integrity also impacts consumer trust (Xu, Li, Zhou, Yang, & Miniard, 2011). The reach is therefore substantial and warrants particular attention and focus to harness the potential power thereof.

2.3 Application of Integrity within an Organisation

Merely stating integrity as an organisational value does not equate to an organisational culture that practices such a value (Roth, 2013). It is therefore important to consider the transition from the notion of integrity to the application and practice of integrity.

The *Oxford Advanced Learner's Dictionary* defines "application" as:

> "1 a formal (often written) request for something", "2 the practical use of something, especially a theory, discovery, etc.", "3 an act of putting or spreading something, such as paint or medical creams, onto something else", "4 the act of making a rule, etc. operate or become effective: strict

application of the law", "5 a program designed to do a particular job", and "6 determination to work hard at something; great effort." (Oxford, 2001)

When referring to the application of organisational integrity, the second definition provided by the dictionary is applicable to this study, though the fourth and sixth definitions are considered as critical components as well. Given this, the application of organisational integrity refers to how integrity is utilised throughout the organisation, supported by the communication of rules and expectations and the effort made to act with integrity at an individual and organisational level.

Erhard et al. (2009) have defined integrity as "a state or condition of being whole, complete, unbroken, unimpaired, sound, in perfect condition" (p. 18). They specified that a person's or organisation's word constitutes their integrity. The difference between the individual and the group is that an individual will speak, act and be held responsible for their own actions, whereas the word of a group "is that which is given by the persons authorized to do so by the organization" (p. 58) and is therefore impacted by the actions of the members of the group (Erhard et al., 2009).

They expanded on their definition of integrity to specify the six aspects of a person or organisation's word and the conditions required to have and maintain integrity from a practical perspective. The aspects are essentially identical with the exception of the difference in execution and therefore for the purpose of this study have been combined into a single list and where one is mentioned, an organisation would also be applicable. The six aspects are:

   i.   What one says they would or would not do
   ii. What one knows to do or not do
   iii. What is expected of one by another unless one has explicitly declined to do so
   iv. What one claims is true and has satisfactory evidence from the perspective of the listener
   v.   What one stands for
   vi. Legal, moral and ethical standards

These aspects guide the practice of integrity and provide a framework from which to analyse, anticipate and better understand the sources and impact of expectations from personal, group, social and governmental influences. Erhard et al. (2009) explained that a person or organisation's word is the result of explicit and implicit commitment.

Explicit commitments are those one makes, while implicit commitments are those which are expected of one regardless of whether or not one was aware of such expectation (Erhard et al., 2009). Given that failure to meet an implicit expectation produces the same effect as failure to meet an explicit expectation, one's word is only complete when meeting both implicit and explicit expectations (Erhard et al., 2009).

To act with integrity, one must always keep or honour their word. Should one realise that they will not be able to keep their word, either at all or within the time-frame promised, they are able to maintain integrity by immediately admitting to all affected that their word will not be kept and how they will redress the situation (Erhard et al., 2009).

One important aspect of this practical outline is that the aspect of implicit expectation (which one must acknowledge to practice integrity) should not be expected of others (Erhard et al., 2009). A person or organisation will therefore bear the responsibility of the implicit expectations placed upon them without expecting the same in return. In essence, the onus shall remain with that person or organisation to make their expectations explicit and to be mindful of what implicit expectations may be required of them.

The implication of this asymmetry is that a person or organisation acting with integrity would hold themselves accountable to a higher standard. The acceptance of this asymmetry may suggest that one adopts the attitudes associated with an internal locus of control (Luthans, 2011). People with an internal locus of control accept outcomes as a result of their own actions and control as opposed to those with an external locus of control who blame external factors for the outcomes they experience (Luthans, 2011).

Another important aspect raised by Erhard et al. (2009) is the propensity to conduct a cost-benefit analysis in deciding whether to keep one's word. Conducting a cost-benefit analysis after giving one's word indicates a lack of integrity even if the word is kept, since the word was only kept due to the associated benefits and not the importance of the word itself (Erhard et al., 2009). The cost-benefit analysis should however be considered as an important step prior to giving one's word. In most instances, this should be carefully evaluated in order to avoid giving one's word when the resulting risk or likelihood of not being able to keep one's word is unacceptably high (Erhard et al., 2009).

2.3.1 Application from an Individual Perspective

From an individual perspective, each team member within an organisation will have their own personality, value system and character traits and will either contribute to or detract from the integrity of their team. Bauman (2013) suggested three forms of integrity as "…substantive, formal, and personal leadership integrity…" (p. 424), which highlight the variety of values a person may subscribe to from an intrapersonal perspective. An individual's value system may also evolve as they transition throughout their career (Ibarra et al., 2010). Re-evaluating the alignment of personal values with organisational values from time to time may therefore prove to be of value.

Given their influence over others (Robbins & Judge, 2013), leaders have the ability to impact the integrity of an organisation to a greater extent. With integrity having been recognised as more important for performance at senior management level than at middle-management level (Gentry et al., 2013); the ability to recognise, develop and promote such qualities in managers may become increasingly important as these leaders gain seniority.

Leaders make use of several bases of power, including coercive, reward, legitimate, expert and referent power (Robbins & Judge, 2013). To promote integrity in followers, a positive approach may be more effective. Negative re-enforcement may be more apt for the control of undesirable behaviours and integrity-related errors.

The use of power bases, such as referent and reward power may therefore be more effective in encouraging behaviours that support an organisation's integrity (Robbins & Judge, 2013). Associated power tactics that could be employed include: rational persuasion to demonstrate the benefits of integrity, inspirational and personal appeals to gain commitment to integrity through inspiration, consultation to gain commitment through inclusive participation, exchange and ingratiation to encourage certain behaviours, and the use of coalitions through peer influence to generate norms in line with the organisational values (Robbins & Judge, 2013).

The use of coercive and legitimate power may become necessary should an individual's actions pose a risk to the organisation's integrity. The associated power tactics would include using legitimacy or pressure to command the required behaviour (Robbins & Judge, 2013).

2.3.2 Application from a Group Perspective

The values of different stakeholders (Simons, 2002; Tullberg, 2012) add further complexity, which may manifest as a dilemma in terms of which values take precedence from an interpersonal and organisational perspective. Integrity would therefore ideally form part of the organisational culture.

Organisational culture is usually moulded by the founders of an organisation and it becomes entrenched as the organisation grows (Robbins & Judge, 2013). Individuals joining an organisation may be assisted in adjusting to the existing culture through socialisation.

A leader may also influence group dynamics using power tactics, such as consultation to discuss the dynamics of differing value systems and exchange to reward desired behaviours (Robbins & Judge, 2013). There would need to be scope for different value systems and open communication that allows individuals to express their values when there is conflict while maintaining both organisational and personal integrity (Erhard & Jensen, 2014).

Robbins and Judge (2013) suggested that team members would behave with more integrity if this is what was expected of them. They described this as the Pygmalion effect, which is "a form of self-fulfilling prophecy in which believing something can make it true" (p. 251). This effect could be amplified if the psychological contract (Carrell, Elbert, & Hatfield, 2011) is considered. Individual roles and responsibilities should be explicitly discussed to ensure a shared understanding of the meaning of integrity as well as the organisational values. When communicating expectations, the communication process needs to be considered to ensure the message is received and understood, and that feedback is given to confirm agreement (Robbins & Judge, 2013).

Given that an organisation operates within the greater environment as an open system (Cummings & Worley, 2009), the focus of integrity should include both intra-organisational and inter-organisational activities since the interaction with external stakeholders will produce a reputation that will affect the organisation's ability to perform (Ethics Resource Center, 2011).

2.3.3 Application from a Systemic Perspective

The integrity of an organisation as a system includes its design, implementation and utilisation (Erhard & Jensen, 2014) and its culture is largely attributable to its founders and early development (Robbins & Judge, 2013). Integrity should thus be considered from the inception of an organisation. From the strategic perspective, organisational design should include the identification and expression of the core values (Cummings & Worley, 2009). To have structural integrity, the design of the organisation in all aspects should be complete and fit for purpose (Erhard & Jensen, 2014).

The implementation or creation of an organisation follows from the design and is affected by the integrity of the design. Although as an open system (Cummings & Worley, 2009), the design and implementation of an organisation is an ongoing and iterative process. Systems that could support a culture of integrity include performance measures and incentive structures (Brown & Mitchell, 2010) as well as key systems and practices within business functions such as human resources, marketing, sales and business development and information technology to encourage positive perceived organisational support (Robbins & Judge, 2013).

2.3.4 Application in terms of Organisational Output

Whether producing a service or a product, an organisations output may impact its integrity. Erhard et al. (2009) referred to an object or system as having integrity provided it is "whole, complete, unbroken, unimpaired, sound, [and in] perfect condition" (p. 22). This also applies to the "components that make up the object or system and the relationship between those components, and their design, the implementation of the design, and the use to which they are put" (p. 21-22). How the output measures up to what is marketed and advertised is part of this equation.

The increased public awareness of brands and their associated values, driven by the internet and social media (Chitakornkijsil, 2012), creates further pressure for organisations to ensure consistency of practices throughout their supply chains and global operations.

2.4 Summary

With research having focused largely on integrity from the perspective of the individual (Palanski & Yammarino, 2007), this paper aims to contribute to the understanding of integrity at an organisational level by investigating the practices and processes employed by leaders in applying and influencing integrity within their organisations.

Given the complexity inherent in organisational integrity, it is prudent to consider not only the definition of integrity, but also the lenses from which to analyse and discuss organisational integrity. When considering these levels as interdependent parts of the organisational whole, it becomes apparent that an organisation's integrity extends beyond what the people say and do. The role of the individual, group, organisational design and structure, processes and systems, as well as the product and/or service output are all a part of the equation and require attention to ensure the organisation's integrity.

With various definitions of integrity having been presented and overlapping meanings thereof discussed (Audi & Murphy, 2006; Palanski & Yammarino, 2007; Erhard et al., 2009), the discourse of this research paper has included multiple perspectives. The lack of clarity surrounding such a widely used and highly regarded concept leaves room for further research. Thus, Chapter Three will seek to build on the literature by investigating the interpretation and identification of integrity at an organisational level.

Chapter 3: Research Questions

3.1 Introduction

The literature review revealed an extensive discourse on integrity and the divergent schools of thought in terms of the interpretation and definition of thereof (Palanski & Yammarino, 2007). Current literature appears to have focused, for the most part, on the individual perspective (Bauman, 2013; Craig & Gustafson, 1998; Palanski & Yammarino, 2007) and the interpersonal perspectives of leaders and followers (Simons, 2002). This study explores the application of integrity from an organisational perspective utilising the construct of integrity as proposed by Erhard et al. (2009).

This chapter will build on the literature review by investigating the meaning and practical application of integrity from an organisational perspective. This will be accomplished by exploring predefined questions and analysing the findings to produce insights into the interpretation and utilisation of integrity within an organisation.

3.2 Aim of the Research Questions

The research questions were designed to determine how business leaders can improve organisational integrity while acknowledging and addressing differing points of view. How integrity is repaired in the case of missteps is also explored.

3.3 Scope of the Research Questions

The scope of research questions was guided by the levels of integrity (object, system, individual and group) as suggested by Erhard et al. (2009), within the context of an organisation. The research questions were designed to explore how organisational integrity is:

- ➢ interpreted and identified by leaders,
- ➢ applied by leaders in their capacity and role within the organisation,
- ➢ cultivated, supported, maintained and protected, and repaired in the case of integrity-related errors.

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3.4 The Research Questions

For the purpose of this project, focus was given to organisations that claim integrity as an organisational value. Questions were designed with human resources and line managers in mind. These questions were used in developing the interview schedule to guide the researcher in conducting semi-structured interviews as part of the qualitative, explorative design.

Six questions were compiled to guide the scope of this study:

Research question 1: How do leaders interpret and identify personal, organisational and systemic integrity?

Research question 2: How do leaders perceive their role and responsibilities in regards to organisational integrity?

Research question 3: How do leaders influence organisational integrity and what structural and/or interpersonal measures do these leaders use?

Research question 4: How do leaders deal with the possible tension that may arise from differences between personal and organisational values while still maintaining integrity?

Research question 5: How do leaders cultivate, support, maintain and protect integrity within the organisation?

Research question 6: How do leaders repair organisational integrity in the case of integrity-related errors?

3.5 Summary

The research questions were designed to examine the meaning of integrity and its application within an organisation from a management perspective. As part of the qualitative design, the questions formed the basis for the interview process.

The following chapter outlines and discusses the research methodology used for this study. The research design, sampling, data collection, method and analysis are discussed.

Chapter 4: Research Methodology

4.1 Introduction

This chapter outlines the research methodology employed for this study and represents a discussion of the context and decisions, as well as the motivations which led to those choices and adopted methods. The data sampling, collection and analysis are specifically discussed. Research limitations are discussed in depth in Chapter 7.

The study was qualitative and explorative in nature. Terre Blanche, Durrheim and Painter (2006) highlighted the importance of congruence between the research purpose, paradigm, techniques and context to achieve design coherence. The appropriate methodology and techniques were selected while also considering the objectives, scope and practical limitations of the study.

4.2 Research Design

In examining integrity from an organisational perspective, a quasi-longitudinal study was adopted to examine the way in which leaders who claim to practice integrity apply it across an organisation (Saunders & Lewis, 2012). The study employed a two-phase approach over a short space of time. Given that interviews were followed up with a questionnaire for further feedback, the design allowed the researcher to track changes over a period of time. However, the data obtained represented perspectives obtained over a short space of time rather than a substantial period.

Given the lack of consensus on the interpretation of integrity (Palanski & Yammarino, 2007) and focus of research on the individual and interpersonal perspectives thereof, the research objectives sought to pursue further clarity in terms of both the interpretation and application of integrity at an organisational level.

Explorative research is well suited to developing new insights to subjects that are not clearly understood (Saunders & Lewis, 2012; Terre Blanche et al., 2006) and it is congruent with an interpretivist perspective (Terre Blanche et al., 2006). This approach was therefore considered to be the most appropriate and was adopted for the purpose of this study.

Qualitative methods were thus utilised to allow for open-ended questions and a more holistic investigation (Terre Blanche et al., 2006). When structuring the research, a deductive approach was used to guide the data collection by developing research

questions based on themes identified in the literature and expanding on these to develop an interview schedule (Saunders & Lewis, 2012).

An inductive approach was then used during the analysis of transcripts from in-depth, semi-structured interviews to unpack and develop a more comprehensive understanding of the construct of integrity and the organisational application thereof (Saunders & Lewis, 2012). The outcomes were then evaluated against the insights derived from the literature review.

4.3 Population and Sampling

The universe included all organisations. Focus was placed on organisations that value integrity over those that do not to improve the validity of the data. The population therefore included all leaders in organisations that value integrity.

Given that it was not possible to determine the sample frame, a web-based search for companies across all industries was conducted to extract organisations that publicly claimed integrity as a value. In this way, non-probability, purposive sampling was used to obtain the data collection (Saunders & Lewis, 2012).

The intention was to create a sample that would be typical of the population (Terre Blanche et al., 2006). "The logic and power of purposeful sampling lies in selecting information-rich cases for study in depth." (Patton, 2002, p. 273). Patton (2002) supported purposive sampling as a good fit for determining a sample that would yield greater insights and deeper understanding of key issues.

The sample consisted of organisations from a variety of industries that were approached to provide further richness of data. An initial internet-based search was conducted to review the websites of those organisations with the potential for participation to ascertain whether the organisation publicly valued integrity. In order for an organisation to be approached, integrity had to be explicitly mentioned on the website as either a value or as part of their code of conduct.

A premise of this study was that human resource managers and line managers would be well acquainted with the organisational approach to integrity as well as practiced in applying their approach in leading teams in the organisational context. Thus participants from these organisations were selected by requesting access to either a human resources manager or a line manager that dealt with a team. The term 'line

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manager' was defined loosely as referring to a manager charged with leading a team or department, regardless of function.

Kuzel (1992) recommended a sample size of six to eight participants for homogenous samples. Guest, Bunce, and Johnson (2006) suggested that in a relatively homogenous sample, a sample size of 12 participants should be sufficient. They warned however, that the purposive sample should be carefully selected to be effective.

Bowen (2008) argued that data saturation should be the focus and measure of sample adequacy. Guest et al. (2006) described data saturation as the point at which the researcher no longer identifies new themes from the interviews. They suggested that, if the codes developed in the earlier stages of research have proven to be the most important, there will be a diminishing return to the time spent on the remaining interviews (Guest et al., 2006).

Given the purposive sampling approach, a relatively homogenous sample was expected and a sample size of between eight and 12 was therefore deemed to be appropriate, provided data saturation was reached (Guest et al., 2006).

4.3.1 Data Saturation

O'Reilly and Parker (2012) argued that researchers are expected to provide detail regarding the level of data saturation (including how saturation was determined) and that such should be explicitly mentioned to ensure transparency. Eleven face-to-face interviews lasting between 40 and 90 minutes each were transcribed and imported to ATLAS.ti, a qualitative data analysis tool. Through inductive coding of the transcribed data, 214 codes were produced. This was the result of iterative analysis, including the refinement of codes and the consolidation of similar quotes into themes from an initial set of 298 codes. Although a twelfth interview was planned, time constraints and difficulties in securing a time for the interview resulted in the cancellation of this meeting. However, 95 per cent of codes were derived from the first eight interviews and no substantial new codes emerged from the eleventh and final interview, as depicted in Figure 1.

The researcher was therefore satisfied that sufficient data saturation had been reached (Guest et al., 2006). Figure 1 indicates the rate of new code discovery for each

interview, as well as the cumulative percentage of codes developed over the interview period.

Figure 1: Data Saturation
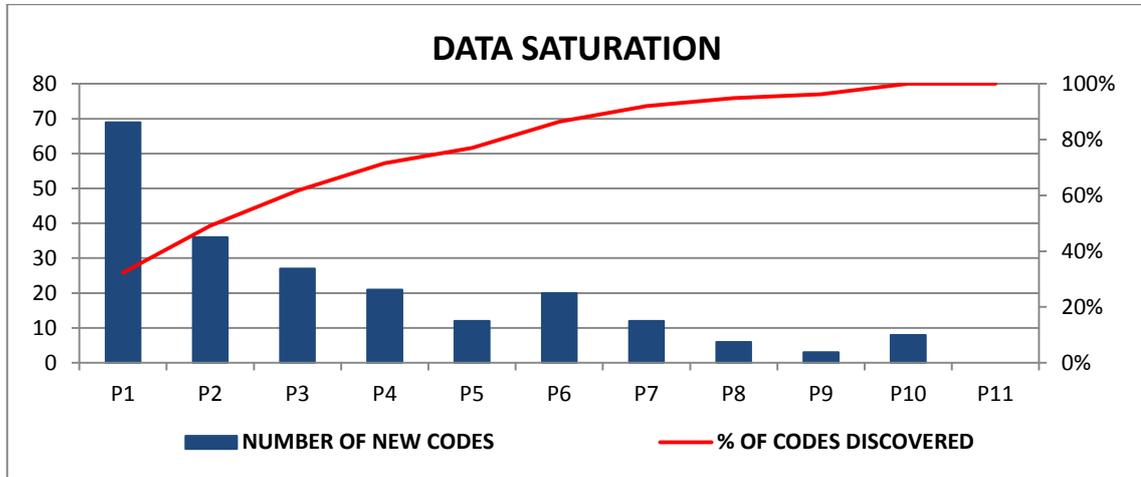
4.4 Research Method

Given the complex nature of the application of integrity within an organisation, an explorative, qualitative approach was deemed suitable (Saunders & Lewis, 2012). Saunders and Lewis, (2012) described semi-structured interviews as interviews that are based on a list of themes to be discussed, where the order and extent of questions asked may vary depending on participant responses. Semi-structured interviews were used based on an interview schedule (refer to Appendix 1), which was developed to guide the researcher in terms of relevant themes and topical questions (Saunders & Lewis, 2012).

Terre Blanche et al. (2006) described interpretative validity as "the extent to which the appropriate conclusions are drawn from the data" (p. 90). To improve the interpretative validity, the researcher paraphrased and repeated important participant responses to confirm their understanding of the response. This understanding also mitigated the risk of observer bias, which is the possible bias in findings due to researcher interpretation (Saunders & Lewis, 2012).

Patton (2002) has suggested that an interview in itself may be an intervention in that the process of reflection could surface a degree of self-discovery and that the outcome of such interaction cannot be predicted. The interviews conducted for this study allowed the participants to elaborate and reflect on their experiences of applying

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organisational integrity and thus their understanding, application and approach to a closely held value. There was therefore possibility for change in participant perceptions and practices.

At the end of each interview, a brief summary of the literature was given to the participants to peruse at their convenience as an aid to further facilitate reflection on the interview process and to allow for further introspection on the topics discussed. A follow-up questionnaire (refer to Appendix 3) was subsequently sent via email to each participant to determine whether or not the interview and reflection period had resulted in a change of the participants' perception in terms of the role that integrity plays in their organisation, their approach to the application of integrity, and their interpretation of integrity in general. The follow-up questionnaire also allowed each participant to include any thoughts that were triggered by the interview that could further add to the data.

4.5 Data Collection and Control

Primary data was collected through semi-structured, face-to-face interviews. When arranging an appointment for each interview, an informed consent form (refer to Appendix 2) was emailed to each participant to explain the purpose and scope of the research as well as the implications of participation and the participant's right to withdraw at any time.

Prior to each interview, the researcher confirmed understanding of the informed consent form and had the participant sign the document. The interview audio was recorded with the permission of each participant to ensure accurate records and to allow the researcher to focus on guiding the discussion and probing for details (Terre Blanche et al., 2006). Two mobile phones were used as recording devices to ensure that if one failed, the other would act as a backup device. In responding to the follow-up questionnaire, participants emailed their responses and these responses were subsequently reformatted and saved as word documents for analysis. The response rate for the follow up questionnaire was 73 per cent, with eight participants contributing their responses.

The data was stored digitally on at least two devices and all files were updated and backed up when changes or additions were made to mitigate the risk of losing data. Audio recordings of interviews were transcribed to facilitate analysis, and transcripts

were formatted as word documents. The original signed informed consent forms were scanned into PDF format to consolidate all data; the originals were then destroyed. To preserve confidentiality in the report, identifiers such as participant, organisation and product names were removed from transcripts and substituted with pseudonyms. Participants were referred to by using arbitrary participant numbers, for example P3.

4.5.1 Development of the Interview Schedule

The interview schedule was developed in line with the themes identified in the literature review and questions were developed to guide the researcher rather than structure the interview too rigidly (Saunders & Lewis, 2012). The research themes provided a framework from which to explore the participants' experiences in terms of the application of organisational integrity.

These research themes included:

- ➢ the interpretation and identification of organisational integrity,
- ➢ the influence of leaders on organisational integrity,
- ➢ the possible tension between personal and organisational values and the effect of this on organisational integrity,
- ➢ the cultivation, maintenance and protection of organisational integrity, and
- ➢ the reparation of organisational integrity in the case of integrity-related errors.

The interview schedule consisted of 16 questions, which served to guide the researcher. Using these questions as a baseline, probing questions were used in context and whenever themes or examples were encountered to further explore insights with the participants.

Two initial trial interviews were conducted to refine the interview method. Though no changes were made to the questions listed in the interview schedule, the feedback assisted the researcher in refining the approach taken to probing for deeper insights.

4.6 Data Analysis

The unit of analysis was the opinion and experience of human resource and line managers, working within organisations who claimed integrity as a value. This needed to be expressed in both the interviews and feedback to the follow-up questionnaires.

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The transcripts were initially checked for accuracy and identifiers and were then edited to disguise company and participant names.

Data analysis was conducted using the qualitative data analysis tool ATLAS.ti to code the transcripts and notes. A content analysis approach was used, and patterns and relevant themes were extrapolated from the data (Cummings & Worley, 2009). Though the themes, which framed the research from a deductive perspective, were employed in the coding process, an inductive approach was employed in the coding of the transcripts and questionnaire responses. Transcripts were analysed by considering each sentence and distilling the data into thematic codes. The codes were then revisited and consolidated to maintain coherence, and were then grouped according to thematic similarities and considered in the context of the research questions.

In presenting the findings, two general approaches were employed. Firstly, where the researcher referred to the level of participant support, the importance of themes was determined by the number of participants who mentioned each theme. No weighting was given to the number of times each participant mentioned the theme (Guest et al., 2006). Where the researcher referred to what he dubbed a 'best practice' approach, all relevant themes were synthesised into a logical and chronological framework to incorporate the richness and depth of the data.

4.7 Research Setting and Experience

Leaders within 18 organisations were invited to participate in the research. Of these, two declined to participate, three did not respond to requests, and four promised to confirm a date and then stopped responding. Ultimately, 11 participants from nine different organisations participated.

Interviews were conducted at a time and place preferred by the participants to reduce the chances of cancellation or postponement of appointments. All agreed appointments were kept. Of the 11 interviews, three were conducted in participants' homes, six were conducted at participants' offices, and two were conducted at coffee shops. The interviews conducted at coffee shops posed a slightly larger challenge due to surrounding noise and intermittent interruption from waitrons, although this affected the transcription process more than the actual interview. All participants were open and willing to discuss examples where probed.

4.8 Summary

This qualitative, explorative research was quasi-longitudinal by design and included semi-structured interviews with follow up questionnaires to explore the perceptions, practices and experiences of managers. The sample was selected using non-probability, purposive sampling, and participation was preceded by a web-based search to confirm that participants were fit for inclusion based on public claims that integrity was considered an organisational value. Transcripts were analysed using a content analysis approach.

The next chapter discusses the results that flow from the abovementioned design and method. Chapter 5 is presented in order of the research questions outlined in Section 3.4.

Chapter 5: Results

5.1 Introduction

This chapter outlines the results obtained from the interviews. The results are based on the design and research methodology as outlined in Chapter 4, and they are presented in order of the research questions detailed in Chapter 3.

Eleven face-to-face, semi-structured interviews were conducted over a period of eight weeks. The interviews were conducted with managers working across various industries including banking, energy and chemical, information technology, pharmaceutical, public service, retail, cleaning services, and vehicle manufacturing. Table 1 lists the participants in order of company name, which does not correspond with participant numbers to ensure confidentiality.

Table 1: Participants

Organisation	Position
Barclays	Human Resources Manager
CQS Technologies	Human Resources Manager
DionWired	Regional Operations Manager
DionWired	Branch Manager
GlaxoSmithKline	Trade Marketing Manager
GlaxoSmithKline	Key Account Manager
Mercedes-Benz	Manager Commercial Business Support, After-Sales and Business Support
Rand Merchant Bank	Business Analysis Centre of Excellence
SARS	Operational Specialist
Sasol	Head of Talent Planning and Sourcing
Servest	Human Resources Manager

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5.2 Interpretation and Identification of Integrity

Research Question 1: How do leaders interpret and identify personal, organisational and systemic integrity?

The purpose of this question was to determine a base-line in terms of how the participants interpreted integrity. It sought to probe their understanding of integrity with specific focus on the organisational perspectives.

5.2.1 Definition of Integrity – Individual and Group

The top five descriptors associated with the definition of integrity, from the individual and group perspectives, as stated by the participants were: ethical behaviour, honesty, acting consistently regardless of situational context, always keeping one's word, humility, and respect for others (Refer to Table 2).

Table 2: Top Five Descriptors of Integrity

Ranking	Integrity Descriptor	Number of Participants
1	Ethics	7
2	Honesty	7
3	Acting consistently regardless of situational context	4
4	Always keeping one's word	4
5	Humility	4
6	Respect for others	4

Ten other descriptors were mentioned by between one and three participants during the course of the interviews. However, the researcher deemed this level of support too weak to warrant inclusion.

These descriptors included (in order of decreasing strength of support): authenticity, living one's values, being mindful of intent and consequence, love, loyalty to the organisation, transparency, trustworthiness, accountability, being supportive of colleagues, and fairness. From the perspective of the group, integrity was discussed as having members who acted in accordance with organisational expectations.

Some participant responses included the following statements:

- "[Integrity] is making sure that we interact with honesty and make sure that everything that we do is in the best interests of the business, that we are not harming anybody by doing what we are doing." (P1)
- "Integrity is doing the right thing. You actually have to ask yourself the question: 'What could the end result of this decision be?', and from there you have got to realise… this could happen or that could happen and for that reason I am going to do the right thing." (P9)
- "Integrity has this foundation in honesty… with strong moral values on top of that." (P7)
- "[Integrity] is the way we conduct ourselves. There has to be a level of honesty, there has to be a level of trust and, whether I conduct myself in full view of an audience or I conduct myself in a little corner somewhere behind the scenes where nobody is watching, the conduct should remain the same." (P10)
- "[Integrity] is also to make sure that what I say is what happens." (P4)
- "Relationships, building trust, your word is your word, you say what you do and you do what you say." (P6)
- "Be humble, if I can put it that way. I might be a good leader but I try to make them see that we are all of the same level, even though I might be a manager..." (P5)
- "We are always honest, transparent and ethical. Authentic and humble. Fair in our interactions. Self-critical, admitting mistakes and learning from them, and respecting of other individuals." (P3)
- "The integrity of an organisation is how people are expected to conduct themselves within an organisation. So they might have to change their own personal views and the way they would personally interact to suit the rules of the business." (P1)

5.2.1 Definition of Integrity – Systems and Products

Seven participants related the integrity of a system or object to the effectiveness of the object or system. Four participants mentioned the need for reliability in order for an object or system to have integrity, and one mentioned that the object should be able to deliver what it is said to be able to deliver. One participant referred to their organisational structure being relatively flat and how this supported integrity by providing open communication channels. Perspectives included:

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- "Through practise, through use of that object, through use of that system, to make sure that the system actually works and that it aligns itself with the functioning of the business." (P1)
- "It is the product managers making sure that the product is rigorous, and the developers making sure that it is obviously doing what it is supposed to be doing." (P3)
- "You need to be able to trust the figures. And you need to be able to trust the processes." (P6)
- "From a process or a product point of view, integrity would mean that the product or the process is geared towards a better result afterwards." (P9)

Eight participants agreed that the integrity of the organisation relied upon the integrity of the people as well as the processes, systems and outputs. The general sentiment is echoed by the following response:

- "You cannot have one individual having integrity; you cannot just have the group having integrity – you also need your systems, policies and procedures all aligned to this whole thing. Because you know if the one speaks differently from the rest, then there is a lack of integrity… all of it needs to be aligned." (P6)

5.2.2 Importance and Impact of Organisational Integrity

Participants were also probed to assess why they regarded integrity to be such an important part of their organisation and the impact thereof. Table 3 depicts the importance of having integrity at an organisational level as discussed by participants as well as the range of areas impacted by integrity. Themes are ranked first in order of participant support, and then alphabetically.

Table 3: The Impact and Importance of Integrity at an Organisational Level

Ranking	Impact and Importance of Integrity	Number of Participants
1	Impacts external relationships	5
2	Impacts the organisation's reputation	5
3	Impacts organisational compliance with legal requirements	4
4	Impacts levels of trust	4
5	Encourages respect between people	2
6	Filters into the personal life	2
7	Impacts employment practices	2
8	Impacts staff retention	2
9	Impacts the integrity of customers	2
10	Impacts the socialisation of team members	2
11	Improves relationships within the organisation	2
12	Influences policy development	2
13	Is the value most identified with in the team	2
14	Provides a 'higher purpose' to guide action	2
15	Reduces risk to the organisation	2
16	Results in ethical practices	2
17	The value is in having the dialogue	2
18	Forms the basis of a relationship	1
19	Impacts customer service levels	1
20	Impacts data reliability	1
21	Impacts how organisations compete	1
22	Impacts levels of theft in an organisation	1
23	Impacts product design	1
24	Impacts strategic decisions	1
25	Impacts system and process reliability	1
26	Impacts system and process design	1
27	Impacts team performance	1
28	Impacts the level of transparency	1
29	Is a factor of success	1

The impact of organisational integrity on external relationships and the organisation's reputation was strongly supported. Implications for how organisations interact with external business partners as well as competition were mentioned. One participant described an ongoing debate within their organisation regarding the interaction with competition and clients with regards to corporate sponsored events and promotions, where trips offered to clients was seen as a contentious issue.

Participants also mentioned the impact of integrity in areas such as strategic decision making, policy and process design, as well as product design and production. This was substantiated by the participants as follows:

- "We would make organisational decisions, strategic organisational decisions based on integrity as well. And then it would feed into the software as well." (P3)

- "When you are designing your policies, when you are designing your processes, you need to decide whether that actually shows the company's values and whether integrity is included. If it does not then you are putting a policy or a system in place that is in direct conflict and direct contravention of your qualities, your values." (P6)

- "It is also the way that we select who we choose to do business with externally. We prefer having an integrity-based relationship with our external service providers or the customers." (P11)

5.3 Perceived Roles and Responsibilities

Research Question 2: How do leaders perceive their role and responsibilities in regards to organisational integrity?

By assessing how participants viewed their roles and responsibilities related to organisational integrity, insight was obtained into the practices of leaders from an individual level. Table 4 reflects how integrity is perceived in terms of participants' roles and responsibilities. The themes presented in Table 4 have been ranked in order of participant support and include those themes mentioned by three or more participants.

Table 4: The Roles and Responsibilities of Leaders in terms of Organisational Integrity

Ranking	Roles and Responsibilities	Number of Participants
1	Leading by example	6
2	Being aligned to organisational values	4
3	Discussing and promoting the organisational values	4
4	Keeping integrity top of mind	3
5	Maintaining confidentiality	3
6	Supporting the team	3

Two participants mentioned the perceived increase in responsibilities to, and impact on, the integrity of an organisation as leaders become more senior. The overarching theme was an acknowledgement of the responsibility of leaders to lead by example and be positive role models in their organisations.

5.3.1 Leading by Example

Leading by example was cited by six participants as an important part of their role as leaders in their organisations. Congruence between leaders' actions and what they expected of their followers was also mentioned:

- "If we preach integrity as one of the things that drives our performance, that drives our perception, our brand, we certainly need to make sure that we also walk the talk. So it is very important that whatever we expect from our employees, it has to start with us. They have to see that [integrity] in us before we can actually impose that expectation on them. We are very conscious of that." (P10)

5.3.2 Being Aligned to Organisational Values

Four participants mentioned being aligned to organisational values as one of their responsibilities:

- "I think you have got to first make sure that you are aligned with the values of the company. [Then] you take a personal one: are they aligned? If they are not then you should not be there." (P2)

5.3.3 Discussing and Promoting the Organisational Values

Four participants mentioned that their roles included the active discussion and promotion of organisational values. This promotion and discussion was not only focused on internal relationships, but also included external relationships with both suppliers and customers:

- "My interpretation of it is being able to live it, to talk about it, to act on it, not just say but just do. When we see customers make sure we go and tell them these

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are our values and then we go into the review of whatever the business is." (P2)

- "Once you have signed and you give them the integrity policy you will also, as a manager, have a responsibility to the company… The value of the company is to communicate the importance of that document that you are giving to them." (P4)
- "Again, it is by the day-to-day interactions. You need to live with those people, you need to talk to them on a regular basis, you need to communicate with them in any way possible." (P6)

5.3.4 Keeping Integrity Top of Mind

The need to keep integrity 'top of mind' and to constantly consider their actions and decisions in line with organisational values was mentioned by three participants:

- "I think that the biggest thing for me is just thinking about it all the time. So keeping all the values with all your decisions that you make in the business, does this decision, what I am doing now does it ring true with all the values? If it does not we have got a problem." (P3)
- "For [integrity] to be top of mind all the time is the important element to it." (P4)

5.3.5 Maintaining Confidentiality

Three participants mentioned the importance of maintaining confidentiality as one of their responsibilities in terms of organisational integrity:

- "Especially when it comes to them speaking about their direct, the line managers. We need to have that open door policy that anybody can come and talk to us about anything. It can be your boss or your colleague or your personal assistant, and they need to know that their confidentiality is respected in that regard." (P5)
- "Disclosing information that you are not supposed to be disclosing is also unethical." (P6)

5.3.6 Supporting the Team

Being pro-active and attentive to the needs of their teams was seen as an important part of a leader's role in team support. Three participants mentioned this as part of their roles and responsibilities:

- "Just because somebody in my team is struggling it does not mean that I have to get that person fired or something, I need to find ways to help that person." (P5)
- "I think it would be a responsibility to have that conversation to make sure that it [whatever issue may be bothering a team member] is being discussed. If… somebody is being made uncomfortable for any certain reason, I think they would need to be given that fair opportunity to chat. And not everybody wants to come out and say, this is my problem, and I think it would be your responsibility as a leader to have a look and say, 'Something is affecting this person there, he used to come in every day and laugh and now they are not, what is actually wrong?'" (P9)

5.4 Influencing Organisational Integrity

Research Question 3: How do leaders influence organisational integrity and what structural and/or interpersonal measures do these leaders use?

The influence of the group was strongly supported by nine participants who mentioned the strong influence peers provided in terms of organisational integrity. Leaders influenced their teams and colleagues through regular interaction, leading by example and paying attention to the little things. Avoiding gossip and giving relevant coaching and guidance to staff were other ways in which the participants influenced their organisations.

Table 5 reflects the ways in which leaders and organisations influence organisational integrity. These themes were mentioned by more than two participants and are ordered in terms of participant support.

Table 5: How Leaders Influence Organisational Integrity

Ranking	How Leaders Influence Organisational Integrity	Number of Participants
1	The influence of peers	9
2	Through regular interaction	6
3	Leading by example	5
4	Paying attention to the 'little things'	5
5	Avoiding gossip	3
6	Coaching and guiding	3

5.4.1 The Influence of Peers

Nine participants discussed the powerful influence of peers on the organisational culture and integrity. Central to the discussion was the idea of consistency regardless of situational context and the importance of interactions both inside and outside of the organisation. Two participants also mentioned the impact of friendship in terms of relationships with colleagues and interactions outside of the workplace in relation to the organisational context:

- "You praise when they do well, you tell them when they do not do well and everyone starts creating that culture then where if we do a certain, if we do all of these things correctly, we are on the right side of the fence. If we do not do it we are on this side. That way people sort themselves out." (P6)
- "There are different things that are happening. Fortunately in this organisation there are a lot of these avenues for people to keep an eye out on each other or if the person really needs to speak about something they can, there are those avenues for them to explore." (P9)
- "I have some of my best friends as colleagues. And that also, I think, keeps you congruent with integrity because you will go for a braai over the weekend or go mountain biking with these guys and they will also be in the boardroom with you next week. They see you perform outside and inside of work and I think if it is going to be a fake living of integrity is easily going to shine through." (P11)

5.4.2 Regular Leadership Interaction

Regular interactions with internal and external stakeholders gave the opportunity for leaders to influence relationships gradually. Six participants mentioned the importance of such interactions. Acting conscientiously and actively monitoring the team environment while providing inspiration in leading by example were also mentioned as pro-active means to influence organisational integrity:

- "Every time you have a meeting with your employees or a decision has to be made, you would have to take all these values into account." (P3)
- "I think it is the language that you speak, how you interact with individuals, the stories that you share, and really leading by example. I think it goes back to that because for me people aspire to become leaders but they can only do that if they see good in [their leaders]." (P10)

5.4.3 Leading by Example

As with the perceived roles and responsibilities in terms of organisational integrity, leading by example was supported by five participants as an important aspect of how leaders influence the integrity of their organisations:

- "You need to set the example from your level and then you need to ensure that when you set it from your level, that you create a culture where people… feel praised, that they feel rewarded for it, that everyone feels comfortable with it. But you also need to create a culture where when people do not show that kind of behaviour, where they do not portray that kind of behaviour that they feel kind of out-sided also." (P6)
- "For me, it is about how I conduct myself, be it on a one-on-one or in a forum where I am addressing a bigger audience. It is about how I treat people, it is about the decisions that I make, that I need to take ownership of and I need to also understand the impact that it has on people." (P10)

5.4.4 Paying Attention to the 'Little Things'

Paying attention to the 'little things' was described as important, and possibly trickier, than managing the larger, more obvious decisions. Five participants mentioned the importance of this in influencing organisational integrity:

- "I think integrity is one of those values that a lot of organisations have on their values list, but it is one that you have to be careful of in the small decisions. The bigger decisions, the decisions about fraud and crime and that kind of thing are almost easy. The smaller ones are where it can slip through the cracks." (P3)
- "If you manage the small disciplines, it never gets to the big stuff to begin with. If you focus on the small stuff, the kind of discipline gets instilled there. You then never have to worry about the big stuff." (P6)

5.4.5 Avoiding Gossip

Gossip was associated with a lack of integrity and three participants mentioned that avoiding it was important to positively influencing organisational integrity:

- "It is also having that integrity to say what you feel but say it to the people that you need to be saying it to. This is what you generate within the team so you have got the influence over the way that the team deals with suppliers; you have got the way they deal with internal staff, external staff." (P4)

5.4.6 Coaching and Guiding

Keeping in mind the longer term effects of their impact, three participants mentioned coaching and guiding their teams as an important way to influence organisational integrity over time:

- "You cannot just coach people on, push this button, do that walk, and tick this box. You have to coach them on being responsible leaders. If they are not responsible leaders, they are going to generate a new level of irresponsible leadership underneath them." (P6)

5.4.7 Other Methods of Influencing

One participant mentioned the benefits of leaders who are authentic, stating that authenticity made leaders easier to relate to, which thereby facilitated more open communication:

- "Something I have learnt only in the last two years, where there is this channel of very open communication where stuff gets said, and it may not be the stuff

you want to hear, but it might be the stuff you have to hear. And that is a level of authenticity. When you as a manager are stressed… you do not have to sit there hiding it and look like you are this steel-faced poker player… you are allowed to be stressed. You are allowed to be angry. We are not trying to subdue your personality. Letting those types of things show actually when you are angry, when you are happy, when you are upset, all those emotions brings this level of authenticity to your manager. I find that my manager had that, very authentic style of leadership and I found that it suddenly just became very easy for me to share my frustrations, to be authentic around him." (P7)

5.5 Dealing with Tension between Personal and Organisational Values

Research Question 4: How do leaders deal with the possible tension that may arise from differences between personal and organisational values while still maintaining integrity?

Given the potential for tension between differing personal and organisational values, this question sought to assess how leaders deal with such tensions. The aim was to develop an understanding of the mechanisms available to resolve tension while acknowledging individuality within the organisational context.

The results have been presented in two stages. Firstly, in Table 6 the overarching themes and considerations mentioned have been presented in rank order, according to the level of participant support.

Secondly, the practical steps discussed by participants have been laid out in terms of best practice. This method of presentation involved presenting themes in chronological order, to form a logical sequence of practices as mentioned by participants. In this way, the depth of the findings was highlighted to create a more comprehensive outline of the mechanisms which may be employed to resolve the possible tensions between personal and organisational values.

Table 6: Dealing with Tension between Personal and Organisational Values

Ranking	Dealing with Tension between Personal and Organisational Values	Number of Participants
1	Organisational precedence in terms of decisions taken	6
2	General alignment is important	5
3	Respect different views	3
4	Leaders should be open to debate	3
5	Lack of alignment erodes trust	2
6	Leaders must be willing to change	2
7	Leaders should have integrity	1
8	Owner manager mind-set assists decision making	1

There was strong support for the idea that organisational values must take precedence over personal values and that general alignment of the two is important. In dealing with differences, participants mentioned that it is necessary for leaders to respect different views and to encourage debate as well as be willing to change should the need for change be identified.

5.5.1 Ensuring a Cultural Fit when Recruiting

The recruitment process was seen as the first line of defence and alignment of values was more significant when hiring senior staff. Six participants discussed the importance of ensuring alignment and cultural fit during the recruitment process:

- "As a corporate side that is where your first wall and priority is to make sure that you are finding the right people that have the values that are aligned." (P2)
- "The problem is if you employ someone new at the top who can set a new dynamic, then that could start filtering down. And we have had that. Quite recently, which has had quite a large impact all the way through." (P7)
- "You also do not want to find yourself as an organisation where there is a disconnect; because then you are just going to be focusing your energies on trying to close that gap. Whereas if you try to attract individuals who are aligned to your value system, it becomes easier because then you are all singing from the same hymn sheet." (P10)

5.5.2 Creating a Safe Space for Debate

By creating a safe space for debate and respecting different views, people would more freely discuss differences of opinion and could therefore highlight issues that may otherwise have been overlooked. Six participants mentioned the importance of this aspect:

- "If you have got that space to be honest, without that fear-based culture – that breeds honesty." (P7)
- "You encourage the discussion, you discourage *skinnering* and that type of thing as far as other people that you work with and that. But you encourage them to come in and have a discussion with you to say that they are struggling with this or what is our concept of that." (P4)
- "So I would know that if [X] feels so strongly about it, then there must be something that I am missing, that maybe I cannot see. So what we will then do is we will call a meeting." (P8)

5.5.3 Clarifying Alignment during Induction

One participant mentioned the importance of ensuring alignment during the induction phase and making the organisational stance clear at the outset of the employment relationship to provide greater understanding of the expectations of the organisation on the individual:

- "I think we are very much aware that it does exist, especially if you are going to bring different types, different groups into one organisation or one roof. So [we explain] exactly why are we having a training session, and exactly why we are doing it in the beginning of your journey, so that you understand what we mean by our own integrity." (P10)

5.5.4 Assessing the Gap between Personal and Organisational Values

Assessing the gap between the values of the individual and the organisation through surveys from time to time was mentioned by one participant as a way to identify points for discussion in an attempt to close the gaps through understanding.

- "Then somewhere around a year or two, once they have been in the system, we run a survey, which also speaks to the values… We touch on: what are your

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personal values? Who are you? What would you like to see in this kind of environment and then we also say these are the things that we have that we can actually provide for you. What are the top five that you would actually prefer based on your value system? And then we try to marry the two. At the end of the day when we do the analysis of the data, it is to really see how far we are from closing that gap between one's personal values versus the organisational values." (P10)

5.5.5 Communicating and Discussing Differences

Open communication and discussing differences were seen as playing a critical role in resolving the tension between personal and organisational values. Six participants mentioned this need and four others emphasised the importance of encouraging such debate to promote the dialogue:

- "It is about communicating, it is about raising the issues, it is about seeing if anybody else feels the same as you do and, with integrity being one of our core values, it gets dealt with. It does not get dismissed." (P1)
- "People come with different perspectives and you can talk it out, discuss it, and then decide on which is the best way forward, weighing them up." (P3)
- "I think integrity is something, and we have learnt within our business, you have to talk about it. It has to be top of mind; it has to be something that you are prepared to have debates on." (P4)

5.5.6 Discussing the Big Picture

Part of making such debate useful, included framing the discussion in terms of the big picture. Four participants mentioned the importance of framing the debate from a broader perspective and how this may assist in resolving such tensions by providing context and improving shared understanding:

- "Remember there are different upbringings as well that come into play. Then that person will have someone who will coach them and they will have 'sit down and catch-ups' weekly to try and help them understand what we mean by the values and what we mean by 'living your values'." (P2)
- "But then we also bring our own story across so that they understand. So we give them the opportunity to put it on the table, to have a debate, but then we

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say, well, this is why we chose this way. So that they have that understanding." (P10)

5.5.7 Deciding on the Way Forward

Six participants mentioned the necessity for organisational precedence in the decision-making process. A supporting contrast was mentioned by two participants where one referred to an inability to decide on changes based on personal values due to their limited capacity as an employee, while the other participant focused on how their organisational approach, involving an owner-manager mindset, generated a sense of obligation to the organisational precedence, which was more self-monitored and controlled than limited due to capacity:

- "You need to kind of put your personal situation aside and think of the company's goal – what is the company's aim and what is the company's direction? You cannot act in a personal capacity because I am not the owner of the business, I am an employee in the business and I am employed to do certain things in the business within the structures and frames of the company." (P6)
- "Another little thing that we, as a company, try to be very proud of is what we call our 'owner-manager culture'. What that means is that as a manager, you are an owner. You are seen as an owner, as if you have a big chunk of shares. So you will hear people say, I am putting my [Company X] hat on. And then they will think for the organisation." (P7)

5.5.8 Outcome of Discussion

Even with organisational precedence over the individual in terms of decisions and actions taken, two participants mentioned the importance of leadership that is open to change. Once an issue has been discussed and a decision taken, there are a few possible outcomes which were highlighted by the participants.

5.5.8.1 Organisational Change

Two participants mentioned organisational change as a possible outcome of debating personal and organisational values. The following comment referred to an

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organisational change that came about as a result of a discussion regarding a supplier that was discovered to be non-compliant with certain legislation:

- "We are potentially bringing on a compliance individual to make sure that companies that we contract ourselves with do follow all the right rules, right regulations, legislations etcetera." (P1)

5.5.8.2 Compromise and Acceptance

The possibility for compromise and acceptance of the way forward after such discussions was acknowledged by four participants. Compromise is linked to the discussion as well as willingness of the individual to accept the decision of the organisation and the context in which the decision is taken:

- "Instead of me moving away from that situation and then going and having a debate with another person and another person, trying to get 700 opinions, you have a debate with the people that you have got to deal with and you come to a consensus on that, or you take their opinion and you utilise it within your business." (P4)
- "No matter how much I believe in something, I could find that I am wrong… But it is not like I will sabotage the process just to prove that I am right." (P8)

5.5.8.3 Disengagement or Exit

Seven participants mentioned that a lack of alignment between personal and organisational values may lead to them leaving the organisation. Two others described an erosion of trust as the result of a lack of alignment:

- "As soon as you feel there is a misalignment, you are not the right person, it is not the right culture fit, it is not the place for you." (P6)
- "First of all it is important to note that we do not want people to be brainwashed… But it is important for people to subscribe to and have congruency with personal values and organisational values. Otherwise they are just going to struggle and the end result is going to be disengagement or they are going to leave." (P11)

5.6 The Cultivation, Support, Maintenance and Protection of Integrity

Research Question 5: How do leaders cultivate, support, maintain and protect integrity within the organisation?

The purpose of this question was to ascertain the various organisational practices and processes employed in terms of integrity at an organisational level.

5.6.1 The Recruitment Process

The role of recruitment processes in organisational integrity was discussed in terms of attracting good candidates as well as screening candidates to generate selections that were a good fit for the organisational culture. Five participants indicated that integrity was discussed using probing and/or scenario-based questions during the interview process.

Other methods included psychometric testing, marketing the organisation to attract the best people, screening and background checks, as well as an increased focus on behavioural aspects when recruiting for more senior posts. Recruitment practices are depicted in Table 7 and ordered according to levels of participant support for each theme.

Table 7: Focused Recruitment Practices

Ranking	Recruitment Practices	Number of Participants
1	Probing interview questions	**5**
2	Psychometric testing	**3**
3	Market the organisation to attract the best people	**2**
4	Screening for values in interviews	**2**
5	Increased focus on behavioural aspects for more senior candidates	**1**

Some of the participants' comments are detailed as follows:

- "We run different assessment batteries depending on the role. Obviously the higher or [more] senior the position is the more we focus on the behavioural." (P10)

- "We call it the interview guide, so it is hard-wired, we issue that as part of every interview, recruitment process and we ask the panel members to actually record the responses. There is also a column, what to listen for, what to look out for, and we also record that. So we try to see the story behind the story because that is the consistency that we are looking for in your private capacity as well as within the organisation." (P11)

5.6.2 Induction Process

The role of induction was discussed as being secondary to recruitment but necessary to ensure alignment with organisational values through verbal and non-verbal communication including formal and informal interactions with existing team members. Induction practices included the discussion of organisational values, training focused on organisational values and their meaning, and an introduction to existing organisational team members, which included discussing organisational values. One participant mentioned training that was focused on teaching new recruits appropriate ways of approaching and confronting a lack of integrity in their teams.

Various other non-verbal forms of communication included an induction booklet, code of conduct, contractual references, and non-disclosure agreements, which all served to increase awareness and understanding of the organisational values and expectations of new team members joining the organisation. Table 8 outlines the themes discussed in rank order according to participant support for each theme.

Table 8: The Role of Induction

Ranking	The Role of Induction	Number of Participants
1	Induction discussions	6
2	Induction training	5
3	Team introduction and discussion	4
4	Induction booklet	2
5	Code of conduct	1
6	Included in contract	1
7	Interactive online training	1
8	Less important than recruiting the right people	1
9	Non-disclosure agreement	1
10	Training for confrontation of lack of integrity	1

Participants provided the following reflections on this topic:

- "They will go through each of the values at the firm as well and they will say, 'These are the values and what we think they mean. And everybody can have a chance within the forum to say what they think it means'. And then HR will go through it again and say, 'This is actually what it means for us'." (P9)
- "It is a journey, it does not end just [at] the attraction phase but we also make sure that your transition is easier and you are supported." (P10)

5.6.3 Communication

Communication was highlighted as critical to integrity at an organisational level. Given the wide range of practices mentioned, this section has been categorised into verbal and non-verbal communication.

5.6.3.1 Verbal Communication

In discussing verbal communication, the participants considered certain practices useful in communicating the organisational values and ensuring that all members of an organisation are informed and aware of what is expected of them to be aligned with the organisation.

Table 9 presents these practices, ranked in order of the level of participant support. Thereafter the eight most supported practices are presented along with some participant comments.

Table 9: Verbal Communication Preferences

Ranking	Verbal Communication	Number of Participants
1	Discussed regularly in meetings	7
2	Inclusive participation	7
3	Leader driven	6
4	Scenario-based discussions	6
5	Access to leadership discussions	5
6	Culture champions	5
7	HR department focus	5
8	Transparency	5
9	Cultural awards	4
10	Discussions are participatory	3
11	Positive focus	3
12	Roadshows	2
13	Value days	2
14	Weekly focussed discussions	2
15	Annual awareness drives	1
16	Interactive games	1
17	Rotation of meeting chair	1

5.6.3.1.1 Discussed Regularly in Meetings

Seven participants discussed the importance of regularly mentioning their organisational values in meetings. One participant noted that they also include such mention in meetings with clients and that this results in the clients actually 'calling them out' should they perceive any misalignment during their interactions:

- "Our customers are seeing our values every time we do a business review… and they always laugh and say 'Oh you have still got this page in here.' They can call us out on it as well." (P2)
- "What we have started doing in meetings is we will talk to values… and we will talk to decisions made in those meetings." (P3)

5.6.3.1.2 Inclusive Participation

The importance of inclusive participation to ensure all levels of organisational members not only receive communication in terms of the organisations expectations, but are also

involved in discussions regarding organisational values was mentioned by seven participants:

- "Every single team member, permanent and non-permanent… gets involved in completing that survey." (P1)
- "You will have integrity discussions on board level, EXCO level, you will have discussions on integrity within your level 6 team. So it is not an exclusive thing that says only these people have to act with integrity, everyone within the business has to take responsibility for this." (P4)
- "We have a values day where the whole firm goes to a certain location and speaks about trust, integrity and transparency. And from those days a lot of communication is put out as to what the organisation offers the individual." (P9)

5.6.3.1.3 Leader Driven

How leaders drove the communication and discussion of organisational values and the importance of this was mentioned by six participants:

- "We genuinely do focus on our values quite heavily from a business perspective. And it is my job obviously to make sure that the team is exposed to all of those. We also have culture connection discussions twice a week – we discuss different facets of the culture within the organisation. We have, believe it or not, integrity focused discussions with team." (P1)
- "We have tossed around ideas about cultural awards and culture champions, but really I think that where it comes from is the leaders and managers living it." (P3)

5.6.3.1.4 Scenario-Based Discussions

Scenario-based discussions on integrity are used as learning opportunities based on real examples of current events wherever possible. The purpose of such discussions is to keep organisational members informed of and prepared for any future such scenarios that pose a potential risk to the integrity of the organisation. Six participants mentioned using this approach:

- "I sit down with the rest of my team, and I say, this is what happened, I was approached, I was given a gift, I did not accept or I got given a gift and I

accepted it. So what do I do?" (P4)

- "We have committees where we decide these out of the norm cases, where to [discuss] how do we deal with those." (P8)
- "They can ask questions, they can engage with these senior guys and I think it is about sharing very practical examples." (P11)

5.6.3.1.5 Access to Discussions with Leadership

The importance of having access to discussions with leaders was highlighted by five participants. A flat organisational structure and specifically outlining the available channels of communication were suggested as methods of improving such access:

- "…To make sure that they are aware that we are open to discussion on the matter. We are not saying that you have got to make your own decisions, [rather] come and discuss it with us." (P4)
- "From a structural perspective, it is a very flat organisational structure. There are not a lot of levels and it is not a very hierarchical structure… [and] what that helps is that people are not too many levels above you, so they become naturally a little bit more approachable." (P7)
- "Fortunately the role that I play in the organisation allows me to be in a position where I can question organisational integrity and standard operating procedures and see those change. And we are then able to engage our policy holders." (P8)
- "A lot of employees do not know that there might be a specific channel, so you have got to communicate that." (P9)

5.6.3.1.6 Culture Champions

Members of the organisation are either selected by their leaders or nominated by their peers to be culture champions. A culture champion is then tasked with promoting organisational values either through formal conversations or informally through their daily activities and interactions with other members of the organisation. Five participants mentioned the role of culture champions within the organisation:

- "Where we feel that there are gaps… because obviously you cannot find somebody who is 100 per cent on point, we do also put some measure in place to say, 'There was a 10 per cent gap here; those are the things that you can

do'. And what we usually do is to really partner them with individuals that we use internally as change agents, as value champions." (P10)

- "We get leaders that we know display this in their leadership style to come and speak to the new recruits about what it takes to be a leader in [Company X] in that specific context. It is about authenticity… people can ask questions, they can engage with these senior guys and I think it is about sharing very practical examples." (P11)

5.6.3.1.7 HR Department Focus

Five participants mentioned the important role of the HR department within the organisation in terms of promoting organisational values and providing support in terms of functions such as recruitment, induction, policy development and providing a platform for open discussion:

- "I think every corporation should drive the HR side of it to live their values and to always make sure that they are feeding it to the rest of the company." (P2)
- "HR has this discussion, you know the policy says that you should not accept gifts that may influence your ability or that are seen as excessive." (P4)
- "We [HR] are like the neutral ground in the whole business… We listen to both sides of the story and we try to find the best solutions for both parties." (P5)

5.6.3.1.8 Transparency

Transparency was mentioned as an important component of the communication process and mentioned as useful in gaining buy-in from team members. Five participants mentioned the importance of transparency in communication:

- "At the top they are very transparent. Transparency is a huge one for us." P 2: (28:28)

5.6.3.1.9 Other Verbal Communication Practices

With other practices mentioned by four or fewer participants, some of the comments were as follows:

- "You have got to make sure the right person is winning it [culture awards]

otherwise it has lost credibility." (P3)

- "It was always that integrity was linked to a consequence, but now integrity is linked to what is in it for the business." (P4)
- "We also have a recognition system that was formed purely to support our values. It is a system where anyone can go in and say, 'I just want to mention that [X] helped me with this or the manner in which he conducted himself was so beyond what I expected. I think he deserves an award.' So we get those nominations on a monthly basis." (P10)

5.6.3.2 Written Communication

Creating posters to convey organisational values to the team, using surveys to gain feedback and the use of 360 degree feedback were noted as important forms of written communication. Providing written guidelines for decision making and an integrity code also featured as useful forms of written communication.

The practices discussed in the interviews are shown in Table 10 and are ranked in order of participant support.

Table 10: Written Communication Preferences

Ranking	Written Communication	Number of Participants
1	Posters prominently displayed	5
2	Surveys	4
3	360 Feedback	3
4	Guidelines for decision making	3
5	Integrity code	3
6	Part of contract	1
7	Printed on calendars	1
8	Share drive access to policies	1
9	Social media	1
10	Website	1

Participant perspectives included the following:

- "We have permanent posters stuck up in our stores, in the canteen and common areas to discuss the values. We have got a sundown rule in our

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business which basically says do not ever leave an issue or something that you can do today for the next day. That boils down to tasks within the workplace, it boils down to issues with team members, and unresolved conflicts." (P1)

- "We do [conduct] culture surveys. In our last culture survey, Integrity was our highest [rated] value. So that is a value that people felt was being lived the most throughout the company and they were rating the managers and leaders themselves and their team members high consistently in integrity." (P3)
- "We also have a 360 degree evaluation… to evaluate an individual based on those desired behaviours in terms of how is it displayed, how is it not displayed and how consistently is it displayed. And that is all incorporated into the performance management system and we give feedback to individuals based on that." (P11)

5.6.3.3 The Importance of Dialogue

Two participants specifically mentioned the importance and value of dialogue. Written policies and documents regarding integrity were of lesser importance than having a discussion:

- "I would say you can have as many words written down as you want; if people are not actually living it then there is no point… The value is actually in the dialogue of having the conversation." (P3)
- "The more dialogue you have, the more opportunity there is to feel safe within the confines of the policy. Rather than feeling like the policy is there to catch you out, you feel that this policy is there to direct you and guide you and to assist the company in reaching its goals of being a company that is above reproach." (P4)

5.6.4 Repetition

Discussions and communication around integrity and organisational values require constant repetition through different channels and formats. This was supported by eight participants:

- "You can get it online, you can get it on the intranet, you can get it on posters in the store, you get it when you sign your contract with us. On a regular basis we also do refreshers on that. We will print out a non-disclosure agreement again,

give it out in the morning meetings, let everyone sign an updated one, take it back, let them sign the code of ethics again." (P6)

- "The fact that we have this on the wall in each meeting room is continually reminding our colleagues that these are the things that are defining us as an organisation, us as people of this organisation and you need to live by that, so it starts with us." (P10)

- "I think that is more or less how we socialise, it is tangible and intangible, it is the way that we speak, it is the way that we conduct [ourselves] – it is as simple as walking into the office and seeing it on the wall, which I know is not going to change any behaviour, but it is at least a reminder, it is visible, right through to all of this and also potentially getting an incentive for that." (P11)

5.6.5 Principles-Based vs. Rules-Based Approaches

It is important to avoid the creation of a culture based on fear. A principles-based approach was preferred over a rules-based approach. A rules-based approach was considered to lead to a lack of flexibility and agility in the organisation and to cause unnecessary administrative burden as a result of fear. By focusing on principles rather than rules, members of the organisation were also more likely to discuss issues and thereby generate greater transparency. This sentiment was shared by three participants:

- "One of the big things in rolling out the integrity code was that a lot of people became scared, so you would become fearful of what you can and cannot do. If I do this, what are the consequences? So you would rather err on the side of not doing it, when you possibly could do it." (P4)

- "If you run this with a stick approach and every little thing that you do is monitored and micro-managed and overshadowed, firstly you become very un-agile [sic], if that is a word, and you cannot respond to changes very quickly. It becomes this bureaucratic process where everything is overseen, overshadowed, and it is unnecessary strain on your top leadership. Whereas if responsibility is taken at the appropriate levels, not everything has to fill up. (P7)

- "People do not raise these kinds of things when they are scared. And I think the culture of fear, especially and it happens in organisations that have gone through a lot of restructures that have gone through a very hierarchical approach where people are, I guess where people are tough on people and tough on performance, it breeds a culture of fear." (P7)

5.6.6 Maintenance of Organisational Integrity

Participants discussed a range of practices that are employed to maintain the integrity of their organisations. Themes are presented in Table 11 and are ranked in order of participant support.

Table 11: Maintaining Organisational Integrity

Ranking	Maintaining Organisational Integrity	Number of Participants
1	Discipline in context	8
2	Alignment of systems, processes and people to values	7
3	Learning from mistakes	5
4	Performance reviews	5
5	Protecting confidentiality	5
6	Allow room for mistakes	4
7	Coaching	4
8	Gift policy – giving and receiving	4
9	Hold each other accountable	2
10	Included in leadership development programmes	2
11	Interpersonal relationships – friendship	2
12	Willingness to change	2
13	Audits	1
14	Customer facing departments equals more attention	1
15	Ensure reliable systems and data	1
16	Soft on people, hard on performance	1
17	Strive for perfection	1
18	Sundown rule	1

5.6.6.1 Discipline in Context

Eight participants mentioned the importance of discipline. The focus was however on allowing room for mistakes while at the same time holding members of the organisation accountable and preventing recurrence of mistakes:

- "There are rules in place but… it depends on how seriously that rule is broken, how much experience you have had in practicing that rule. They will take all of those into account." (P1)

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- "So there is a consequence to certain unethical behaviour but there needs to be a balance between a prescriptive way of doing things, and obviously you get your levels of unethical or acting without integrity… so you have to make sure that you are monitoring them on these levels rather than on a worst case scenario all the time." (P4)
- "The only way that you can correct things is by correcting recurrence. When something goes wrong, you address the issue, when something goes wrong again, and it is the same person and it is the same issue, it is a recurring event, then you need to escalate the action." (P6)

5.6.6.2 Alignment of Systems, Processes and People to Values

Seven participants mentioned the importance of aligning systems, processes and people with the organisational values to support integrity at an organisational level:

- "You cannot have one individual having integrity, you cannot just have the group having integrity, you also need your systems, policies and procedures all aligned. Because you know if the one speaks differently from the rest, then there is a lack of integrity. All of it needs to be aligned." (P6)
- "We have to have a delegation of authority that does not restrict our business but also empowers our staff and so to act within the systems and to make sure that the systems have an integrity alignment to it would mean that people need to be able to operate within the business knowing where they stand as far as the integrity code is concerned." (P4)
- "I would say it is doing the right thing, having the best interests at heart, [whether] it is an end consumer or a new procedure or process." (P9)

5.6.6.3 Learning from Mistakes

Learning from mistakes and focusing on continuous improvement was mentioned by five participants as an important component of maintaining an organisation's integrity:

- "People will talk about it and look back and laugh and they will say, at the time this was no laughing matter, but looking back at it now we laugh at it. And we were stupid in these ways and we made these changes because of it." (P7)
- "You might have a beautiful 99 per cent service level, if I may measure it like that, but what about that one per cent? Do you just let them be? If you keep that

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one per cent there they grow to two per cent." (P8)

5.6.6.4 Performance Reviews

Five participants mentioned the importance of using performance reviews to include behaviour-based assessment to encourage the desired behaviours in the organisation:

- "There are catch-ups and there are PDP's to see where we are in our performance in a year and then there is a personal performance that happens three times in a year: you have your performance review, then you have got your personal performance review, then you have got weekly catch-ups." (P2)
- "If you are perceived to have been conducting yourself in a way that does not subscribe to the values that will come out in your performance management process and your personal development goals." (P7)
- "Gone are those days as an organisation where we would just measure the way people perform from a technical point of view. Integrity is one of the values that we subscribe to and we are going to include that in our performance management process." (P10)
- "The flip side of this is that a personal development plan. So if you do identify any gaps there is corrective actions linked to that and that can range anything from coaching and reading a book, attending a course, going on a leadership development program, anything like that as remedial to close those gaps." (P11)

5.6.6.5 Protecting Confidentiality

Five participants mentioned the importance of protecting confidentiality in terms of private conversations, whistle blowers and sensitive information:

- "My whole team, basically everyone that reports to me, has access to customer information, has access to addresses, to telephone numbers, to all this type of detail that they could use in any sort of way. And it is the integrity of how we deal with the customers' information and just the importance of the protection that we need to afford our customers, our internal staff within the way we do day to day stuff." (P4)
- "It is like having an open forum for people or even if it is not an open forum, but if somebody has somebody in the organisation to contact and that person is

bound to not share any information, at least somebody is talking about something." (P9)

5.6.6.6 Allowing Room for Mistakes

Making allowances for mistakes increases the chances that the mistake will be reported and dealt with quickly, rather than being hidden or left unattended. This point was raised by four participants:

- "No-one gets up in the morning and says; today I am going to really make a stuff-up of it just because I want to." (P6)
- "Here, it just sort of gets spoken about, acknowledged and say, we learn from this kind of stuff. So you have got room to make mistakes and I think that is something important. And if you do make a mistake you have the ability to raise it to people that can help you solve it." (P7)
- "Our organisation has once again recognised that no matter how hard we try to be fair, to produce the goods, to uphold specific quality standards, because we work with human beings and systems that are built by human beings, there are bound to be failures." (P8)

5.6.6.7 Coaching

Four participants mentioned the importance of coaching through scenario-based discussions, personal experiences and focusing on how to make decisions rather than simply dictating answers. In this way, the desired logic behind decisions is taught:

- "It is not coming to the decision for the person, but it is helping the person to remember why they should make certain decisions, or the elements and the factors to look at in coming to how they make the decision." (P3)
- "They learn by experience from the other people. But also you have the discussions with them, your one-on-ones with them; you have your integrity discussions within your staff meetings." (P4)

5.6.6.8 Gift Policies

Gift policies were discussed by four participants as being important for both giving and receiving gifts. The giving and receiving of gifts has the potential to cause tension and

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animosity in terms of relationships, both internal and external to the organisation. The effects are magnified in some industries during times when tenders for business are under discussion, so the context in which the gift is given or received was also mentioned as significant:

- "We no longer do that [give gifts to corporate buyers] because it could be seen as a bribe." (P2)
- "If you accept something within this monetary value, then it has to be declared and it has to be submitted to your line manager. There is more leniency so that you can accept things but there is an accountability within the process." (P4)

5.6.6.9 Other Maintenance Practices

Other relevant practices mentioned by participants include the increased risk and focus when considering customer-facing departments, need for accountability, need to adapt and stay current, and the benefit of friendship within the organisation:

- "There is no interaction [in the accounts department] with customers, suppliers or whatever it might be so there is no real opportunity for it so it is not really beaten that hard. But the drum is beaten a lot harder when you are dealing with customers, when you are interfacing with the key accounts of this world." (P4)
- "If you do not hold people accountable when they do not act with integrity, then the group loses their integrity. Now you would expect from an individual or a group of individuals to hold one another accountable when there is something that is being done without integrity. So that is from a group perspective." (P6)
- "There is a department that deals [with] and describes it and as times move on standards need to change. Ten years ago it might have been acceptable to act in a specific way, but sometimes you need to change the rules because times have changed." (P8)
- "I think by having that [friendship] you almost psychologically or unconsciously give them permission to provide you with feedback. Because they will very quickly tell you, you know you are messing up, that is not right, and you actually accept it as honest feedback because you trust that they are not only colleagues but friends." (P11)

5.6.7 Protection Measures

Table 12 lists the practices mentioned by participants that are used to protect organisational integrity. Themes are ranked in order of participant support as gauged by the number of participants who mentioned each practice. The practices are then presented along with participant statements.

Table 12: Protecting Organisational Integrity

Ranking	Protecting Organisational Integrity	Number of Participants
1	Anonymous hotline	7
2	Adapted post incident	5
3	Compulsory training	4
4	Be alert to risk in all situations	3
5	Compliance officer	3
6	Leaders acting with integrity	3
7	Annual risk assessments	2
8	Avoid gifts that influence business	2
9	Be honest and up front	2
10	Non-disclosure agreements	2
11	Open door policy	2
12	Prevent recurrence	2
13	Keeping strong records	1
14	Processes are reactive	1
15	Recruit the right people	1
16	Restraint of trade	1
17	Strong culture of integrity	1
18	Transparency for tip-offs	1

5.6.7.1 Anonymous Hotline

Seven participants mentioned the use of anonymous hotlines for tip-offs and reporting of any issues. In this way, a safe channel of communication was open to those who are unwilling or afraid of reporting problems through other channels:

- "If the individual who feels like there has been some damage done to the organisation's integrity… if they do not feel like they can broach the topic on a one to one basis, our business does have an ethics line which is completely anonymous, if you want to keep it anonymous." (P1)
- "We have got the [auditors'] ethics line. The ethics line gets controlled by [the

auditor] so that there is no interference from parties within the company." (P6)

- "Sometimes the people have not exhausted the avenues… you do not want that to happen because what that then does it creates another bottleneck." (P8)

5.6.7.2 Adaption Post Incident

Five participants discussed how their organisations had adapted after a serious incident that negatively impacted the integrity of the organisation. The incidents had resulted in the leaders developing revised processes as to how the organisation communicated their values, rewarded members and measured performance. The renewed focus concentrated on the behavioural aspect to include how and why work was done, rather than simply what was achieved in terms of organisational output:

- "After that incident [a bribery scandal] had happened overseas they have now said, if it is a grey area, it is a no. And it is as simple as that." (P2)
- "It was a massive thing because of the whole compliance issue and then they decided that they needed to run this integrity code, so they developed an integrity code." (P4)
- "Having to bounce back and rebrand yourself, we have done a lot of work… one of the things we had to change was around how we appraise our people." (P10)

5.6.7.3 Compulsory Training

Some organisations make use of compulsory behavioural training with measures in place to monitor attendance. Four participants mentioned such practices:

- "[We have] ABEC training where our internal law department comes through and [explains] the grey and the non-grey areas, because it is important for us in the business… We have got a programme called RightWrite to make sure that we are writing the right things. So it is literally like different courses that you do before you even start in the company." (P2)
- "We also have training sessions that are compulsory and mandatory for all employees to complete by a certain date. And in these trainings some of them are web-based, some of them are actually in a forum where everybody can meet and go through everything." (P9)
- "The system automatically triggers if you do not complete those programs by the D-date. And if you still do not comply there is disciplinary action." (P11)

5.6.7.4 Being Alert to Risk in all Situations

Keeping the organisational values top of mind as well as the scenario-based discussions, which reinforced examples of potential pitfalls, facilitated a greater level of awareness in terms of situational risk. Three participants mentioned the importance of these practices and being alert to risk in all situations.

- "When you go to [competitor] meetings…, there is always this awkwardness when they get to a situation and you say, 'before we go into this debate, can we just make sure and minute that we are not going to speak about volumes pricing or any of the above things?' And you have got it on the table, they are aware of it, so if it does go to that you say, 'We have got to one of the points that I have asked us not to discuss, I have to leave the room now, not because I do not want to have this discussion but because this is viewed as unethical'. And then you leave the room." (P4)
- "It educates you that these things are happening out there, you have got to keep your eye open for these sorts of things." (P9)

5.6.7.5 Compliance Officers

Three participants mentioned the importance of having compliance officers. One participant mentioned that when entering a new business market, the compliance officer was the first appointment made:

- "We are potentially bringing on a compliance individual to make sure that companies that we contract ourselves with do follow all the right rules, right regulations, legislations etcetera." (P1)
- "We take it seriously enough to have a compliance officer and compliance team within the business. We take it seriously as to when we are deciding to… expand our business into new areas. The first appointment we make for that area is our compliance officer rather than making a sales person or a service person the first position." (P4)
- "To create the over-arching umbrella they then have an ethics body to make sure they okay, you are doing your job as you were prescribed." (P8)

5.6.7.6 Leaders Acting with Integrity

Leading by example came through again and three participants mentioned that having leaders who act with integrity, also protected integrity at an organisational level. One participant response to what measures their organisation took to protect the organisation's integrity was simply stated as:

- "Nothing is better than the CEO's just standing up and doing it. Why should he not?" (P7)

5.6.7.7 Other Protection Measures

Other practices, each mentioned by two participants, included a range of themes such as risk assessments, avoiding gifts that may be perceived to affect business, being honest and up front about the organisational values and policies with external parties, non-disclosure agreements, having an open door policy and preventing recurrence of mistakes. Practices that were only mentioned by one participant included keeping strong records, recruiting the right people, restraint of trade agreements, a strong culture of integrity and transparency in dealing with tip-offs.

- "We really do operate with an open door policy when it comes to any issue. The team need to know that when any issue is raised that it will be dealt with and by following through with that and showing the team that it is being dealt with, you can repair that potential damage that has been done." (P1)
- "Because it goes into our ISO… we have to prove that we have complied to this specific part of the law." (P11)

5.7 Repairing Organisational Integrity

Research Question 6: How do leaders repair organisational integrity in the case of integrity related errors?

This question sought insight to the methods employed by organisations to repair the integrity in the case of missteps, with a particular focus on incidents that have impacted external relationships and the organisations reputation. Table 13 indicates the themes discussed as ranked in order of participant support. Thereafter the themes are presented in two sets:

> ➢ The first set presents the steps outlined by participants in a chronological order in terms of best practice as outlined above.
>
> ➢ The second set presents the considerations associated with the repair process.

Table 13: Repairing Organisational Integrity

Ranking	Repairing Organisational Integrity	Number of Participants
1	Acknowledgement of event	7
2	Follow up and feedback on action and progress	6
3	Apologise	5
4	Investigate incident	4
5	Recompense	3
6	Follow all legal channels	3
7	Top level involvement	3
8	Act quickly	2
9	Accept consequences	2
10	Use as lesson to share with team	2
11	Assess extent of damage	1
12	Ensure it does not happen again (prevent recurrence)	1
13	Corporate – CSI Initiatives	1
14	Corporate – Rebrand identity	1

5.7.1 The Repair Process

The steps involved in the repair process, as described by participants, are presented in terms of best practice and therefore follow a chronological sequence rather than ranking by participant support.

5.7.1.1 Acknowledgement

Acknowledgement of a mistake was mentioned by seven participants as an important step in repairing integrity at an organisational level. One participant cautioned against denying the issue or hiding it since this would only aggravate the situation and cause a further breakdown in trust between the organisation and the affected party:

- "The important thing is not to continue as if nothing has happened. I think that is

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the worst way to respond to something like that. I think the best way to respond to that is to acknowledge that something has gone wrong. To even put it up, not on a personal level, but put it up as an example of what can go wrong, what pitfalls you must be aware of going forward." (P4)

- "We put out communication from the MD, so from the highest level, to say exactly what we were doing about it, exactly where we were going to take the case, how it was going to unfold, exactly what had happened, all very transparent." (P3)
- "It is just better being upfront and open and saying, 'We agree, I admit, you know, I know, there is a mistake, we have made a mistake, we are committing to fixing it and we are committing to not making the same mistake twice.'" (P6)

5.7.1.2 Apologise

In terms of small errors, an apology in itself may be enough to resolve the situation, provided the mistake is not repeated. Five participants mentioned the need to apologise:

- "We will literally bend over backwards to solve a customer's issues if they are not happy." (P1)
- "If someone has done something wrong you are transparent about it and apologise and then take on what comes with it." (P2)
- "Then we offer an apology. Usually it is just an apology." (P8)

5.7.1.3 Investigate the Incident and Determine Extent of Impact

Four participants mentioned the need to investigate the incident and to determine the extent of the impact as a result of the incident:

- "What is the extent of that damage? Is it something that can be fixed by saying sorry, understanding the situation or is it more global than that? Is it something you know that you have actually put the whole organisation at risk now because of that? Or you have actually influenced more than one person here? So I think it would come with understanding what the actual scope of that slip of integrity is." (P9)

5.7.1.4 Accept Consequences

Accepting consequences was supported by two participants as an important factor. Although some consequences may be unavoidable and even legally binding, one participant discussed being responsible for the consequences of mistakes and accepting consequences willingly:

- "Did they take a product that caused an adverse reaction and they have lost an eye? That is a life term or a life problem that they now have to deal with. Do they need medical support to deal with this? Those are the sorts of questions that we need to be asked to fix that problem. I think you would have to take responsibility from the organisation's point to assist the person that was impacted by that." (P9)

5.7.1.5 Recompense

Being tied to the theme of acceptance of consequences, three participants mentioned the need to make up for the mistake as far as possible with those affected. However, the ability to do so may be limited in situations where mistakes cannot be undone:

- "We will take a knock, we will spend a bit of money from time to time to make sure that those relationships are repaired and maintained." (P1)
- "[If] the person has lost their eye, you cannot replace that eye. It is doing as much as you can in your power to at least make it more comfortable for that person." (P9)

5.7.1.6 Use as a Lesson to Share with the Team

Two participants suggested discussing the incident openly throughout the organisation in order to use the incident as an opportunity for learning. This step is closely related to, and may be seen as an extension of, scenario-based discussions, which were mentioned as a tool for developing and coaching members of the organisation:

- "To even put it up, not on a personal level, but put it up as an example of what can go wrong, what pitfalls you must be aware of going forward. And then building a focus group on that event. It is about dialogue, it is not about one way communication." (P4)

5.7.1.7 Prevent Recurrence

One participant stated that by acknowledging and repairing the first occurrence, the relationship with the affected party may even be strengthened as a result. However a recurrence of the same mistake, especially after committing to making sure it does not happen again, may permanently damage the relationship:

- "You can take a really dire situation and build a great relationship on that, but you have only got one chance at it, you cannot make the same mistake twice and expect people to believe you on the third time. It just is not going to happen." (P6)

5.7.1.8 Re-brand Identity and CSI Initiatives

Re-branding of the corporate identity and implementing CSI initiatives in an attempt to repair the reputation of the organisation was presented by a participant as an example of how a major incident involving a large corporation was addressed:

- "We have focussed a lot on giving back, sponsoring certain initiatives that we knew that would have a meaningful impact, shared value, community type of initiatives… It also speaks to the calibre of individuals that we appoint, that we bring, that we are attracting to the environment. Because we have now changed – we had to start from scratch and redefine our value system. We had to rebrand ourselves. We had to re-shift our focus. In the past where it used to say, make money, make money, make money, we are now saying, 'How can we give back? How do we contribute positively to the communities that we operate in?' So that people can now start seeing us in a different way." (P10)

5.7.2 Considerations during the Repair Process

This section presents the overarching themes as mentioned by participants when considering the integrity repair process.

5.7.2.1 Act Quickly

Two participants mentioned the need to act quickly in the event of an incident in which integrity would be damaged to avoid an escalation of the problem:

- "We had a team of people looking at that [a case of fraud], so that was repaired pretty quickly. We did act on this whole thing very quickly. We investigated, repaired and put out communication that it was repaired." (P3)
- "If it is a service issue as well we try to expedite whatever blockage is in the process." (P8)

5.7.2.2 Provide Transparent Follow-up and Feedback

The need for transparent follow up and feedback, in terms of both the investigation and measures taken, were important for both the members of the organisation as well as any external parties who may have been affected by the incident. Six participants discussed the importance of such transparency:

- "We have to provide feedback to the entire team, to let them know exactly what the situation is and how we are dealing with it… We have to do that because the calls are generally logged anonymously so we do not know exactly which individual we need to address." (P1)
- "It's wise to then investigate and be transparent and say, 'Guys, we will investigate' If we do find that it was wrongdoing, for us to admit it and say, 'Thank you for telling us that this guy has done that, we did not know about it and this is how we are dealing with it.'" (P2)
- "Then we do the service recovery and we say what was done to make sure this does not happen again as well, part of the service recovery." (P8)

5.7.2.3 Follow all Legal Channels

Any legal issues that have emerged as a result of an incident should be assessed and appropriately addressed to ensure compliance. Three participants discussed the legal aspect and there was also support for the importance of seeking redress in terms of any wrongdoing that may have been a result of a member of the organisation:

- "It will go back to contractual basis type agreements and to see who is standing where in the whole situation and obviously go from there." (P1)

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- "When it really gets out to a customer perspective, it is a big issue and you address it with the customer… if it goes beyond that, you would obviously try and get some legal advice. We have got a Legal Department." (P6)

5.7.2.4 Top Level Involvement

Three participants discussed the importance of having involvement from the senior leadership of the organisation when dealing with serious missteps. Committees would be used to discuss and address larger issues and involve top level management in signing off agreements.

5.7.5 Resulting Experiences

Five participants mentioned a positive response from affected parties to open acknowledgement of a mistake and a genuine effort to resolve an issue while taking responsibility for the situation. One participant re-iterated the importance of preventing recurrence to maintain the relationship and another stated that whether the response was positive or negative also depended on the context of the situation:

- "It [the relationship with the affected customer] is normally better, provided it is like you do not do the same mistake twice. It is the same with your employees, the people that work for you; it is the same with your customers. The customers are generally even more forgiving after you have made right with them. And the reason for that is you have owned up to the mistake, you have made a commitment to fix it, you have fixed the customers problem and you have also made a commitment to ensure that it does not happen again." (P6)

5.8 Summary

Participants identified with integrity as a moral construct, albeit with a variety of interpretations. The importance of integrity in terms of systems, products and services was acknowledged; with the interdependence of these perspectives and those of the personal and group recognised.

Throughout the interviews, the focus remained on the critical role of a leadership driven culture. Particular importance was also placed on focused dialogue and scenario-

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based discussions. Keeping integrity top of mind and being alert to the kinds of situational risk, which members may be exposed to, helped the teams remain alert and act consistently in line with the expectations of the organisation. The role of peer influence and the contributing role of friendships in the workplace were discussed as an important influential aspect of organisational culture.

When dealing with the tension between personal and organisational values, allowing room for differences of opinion and respecting such diversity while recognising an organisational precedence in terms of the outcome helped create useful dialogue. Leaders would also contextualise discussions in the broader perspective of the organisation to increase mutual understanding.

Repairing the organisation's integrity after a disruptive incident involved swift response and open acknowledgement of the occurrence. Participants recognised the need for taking responsibility and ensuring that the situation is redressed, while establishing measures to mitigate the chance of recurrence. While this approach yielded positive responses from those affected and at times even strengthened the relationship, a recurrence after the situation had been rectified was mentioned as far more destructive with limited chance of recovering the relationship.

The following chapter discusses the results and is presented according to the research questions as presented in Chapter 3.

Chapter 6: Discussion of Results

This chapter puts forward the analysis of the results presented in Chapter 5. Insights are discussed and compared with the literature reviewed to produce findings.

6.1 How do leaders interpret and identify personal, organisational and systemic integrity?

Participant interpretations of integrity produced a variety of definitions and perceptions (see Table 2). The majority of participants identified integrity as a moral construct and that having integrity meant always acting ethically and being honest.

Although with lower levels of support, other definitions included acting consistently regardless of the situation, always keeping one's word and having humility. With the breadth of other definitions having produced descriptors ranging from love to accountability, the underlying themes were ethical and consistent behaviour, which supports the importance of the moral aspect of integrity as highlighted by Bauman (2013). These descriptors were used to portray the integrity of both the individual and the group.

When referring to the group however, members are required to act according to the expectations placed on them by the organisation. This disparate set of definitions is congruent with the literature (Simons, 1999; Palanski & Yammarino, 2007; Erhard et al., 2009) and supports the notion that the term is used more superficially than most would admit (Audi & Murphy, 2006; Palanski & Yammarino, 2007). Participants also recognised that different people interpret integrity in different ways. Such findings highlight the importance of being explicit in terms of organisational expectations on members in order to ensure greater alignment between individuals and the organisation.

In terms of integrity from the perspective of systems and objects, some participants mentioned reliability of systems as being important, while others mentioned that objects need to be effective in use and must produce the expected/promised results. Only two participants mentioned the importance of the design, and one participant mentioned the intended use. Given that there was much less support for such interpretation, it is clear that less thought has been given to the aspects of objects and systems as part of an organisation's integrity.

Most participants however recognised that each aspect (individual, group and system/product) was interdependent of the others and that a failure in any one aspect would affect the integrity of the organisation as a whole. Such results indicate the need for a broader focus when applying integrity at an organisational level and the inclusion of the perspectives of systems and objects in order to achieve a more holistic approach.

In terms of the impact of integrity, participants identified a range of organisational aspects that may be affected (see Table 3). Participants recognised the impact in terms of the broader perspective including stakeholders (Freeman & Reed, 1983). Integrity impacts not only how members of the organisation interact with each other as well as with external parties, but also decision making, systems, processes, policy and product design, and the level of transparency within the organisation.

The combined results therefore support that the construct of integrity at an organisational level, as proposed by Erhard et al. (2009), includes the perspectives of individuals, groups, systems and objects. Participants did not however identify integrity as a factor of production.

After having reflected on the discussion and the literature summary, only one participant acknowledged a change in their perception of the role that integrity plays within their organisation. This may indicate that integrity is such a closely held value, that it may be difficult to change or broaden one's perspective thereof; suggesting that a gradual approach and persistent dialogue would be required to shift perceptions. Alternatively, participants may not have spent much time reflecting on the discussion.

6.2 How do leaders perceive their role and responsibilities in regards to organisational integrity?

Themes most supported by participants have been outlined in Table 4. The overarching theme, in terms of the leadership roles in relation to integrity, was 'leading by example'. Leading by example was mentioned as one, if not the most important aspect of a leader's role within the organisation. Participants therefore identified with the importance of their roles and how they were perceived by their followers. This supports the importance of followers' perceptions of leadership integrity as proposed by Craig and Gustafson (1998). Participants also mentioned the importance of being personally aligned to the values of the organisation and actively promoting and

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discussing these values regularly in interactions with both internal and external stakeholders. Leaders should therefore be mindful of their impact not only within their organisations, but also in terms of external stakeholder relationships.

Participants also mentioned a leader's responsibility of keeping integrity top of mind and ensuring that all actions and decisions take integrity into consideration. Maintaining confidentiality and supporting the team were also seen as key responsibilities.

Responsibility increases with seniority given the extent of their positions' influence. Gentry et al. (2013) noted integrity as being more important for senior management level performance than for middle management. Organisations could therefore benefit from the inclusion of integrity-related discussion in leadership development programmes.

6.3 How do leaders influence organisational integrity and what structural and/or inter-personal measures do these leaders use?

Participants highlighted the power of influence that peers have in the organisational context. Fostering a team dynamic and culture of integrity provided the greatest influence over the team; most participants acknowledged the importance of peer influence (refer to Table 5). Friendships within the organisation also have a positive effect on peer influence and facilitate more honest feedback between members. One participant commented on the role of friendship as follows:

> "I think by having that [friendship] you almost psychologically or unconsciously give them permission to provide you with feedback. Because they will very quickly tell you, you know you are messing up, that is not right, and you actually accept it as honest feedback because you trust that they are not only colleagues but friends." (P11)

Peer influence is considered to be strong enough to regulate the group to the extent that those who do not fit with the group dynamic tend to leave the organisation. It may therefore be considered as a factor that regulates group behaviour to an extent. In order to generate positive norms in line with organisational values, one type of power tactic is the use of coalitions to influence culture (Robbins & Judge, 2013). Informal positive re-enforcement of desired behaviours through peer networks may therefore benefit organisational culture and integrity.

From the perspective of the leader as an individual, participants noted that they influenced the integrity of their organisations through their regular interactions with internal and external parties. Leading by example therefore is important in any given interaction with any person, whether part of the organisation or not.

'Paying attention to the little things' was highlighted by five participants who stated that larger problems would be avoided by focusing on the 'little things' and general day-to-day decisions, ensuring alignment to organisational values.

6.4 How do leaders deal with the possible tension that may arise from differences between personal and organisational values while still maintaining integrity?

Palanski and Yammarino (2007) suggested a continuum of acceptable behaviour to allow for some latitude in terms of what would constitute good moral character. Such latitude may assist in resolving tensions between personal and organisational values by allowing room for differences within an acceptable range. Participants contributed to this theory by exploring how such a continuum may be employed to deal with the tensions that arise as a result of varying personal values and associated mechanisms in the organisational context.

Participants supported the need for alignment between personal and organisational values. Most acknowledged the possibility of tension between personal and organisational values and identified open discussion as the best way of dealing with it.

In the case of serious misalignment, participants mentioned that exiting the organisation was appropriate for the individual, which is supported by Prottas (2013), who found that integrity was positively related to job satisfaction and negatively to turnover. Should an individual experience such misalignment and remain within the organisation, the result would be disengagement. This supported the positive relationship of integrity to engagement (Vogelgesang et al., 2013; Palanski & Yammarino, 2011). The erosion of trust is seen as another result of misalignment, which is supported by Simons (2002).

Overarching considerations mentioned by the participants indicated that there was organisational precedence in terms of the outcome in differences between personal and organisational values. Decisions would therefore ultimately be made with the best interests of the organisation in mind, rather than those of the individual.

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Even with this organisational bias, the need to recognise and respect different views was supported as well as the positive contribution made by leaders who are open to debate between personal and organisational values, and are willing to change their views if such action is warranted (see Table 6).

Results have been presented according to a chronological sequence of events in order to discuss the practices as mentioned by participants. These have been outlined graphically in Figure 2, which incorporates the actionable steps as mentioned by the participants as well as the relevant overarching themes that support this process.

Figure 2: Graphic Representation of Participant Findings: Handling Tension between Personal and Organisational Values
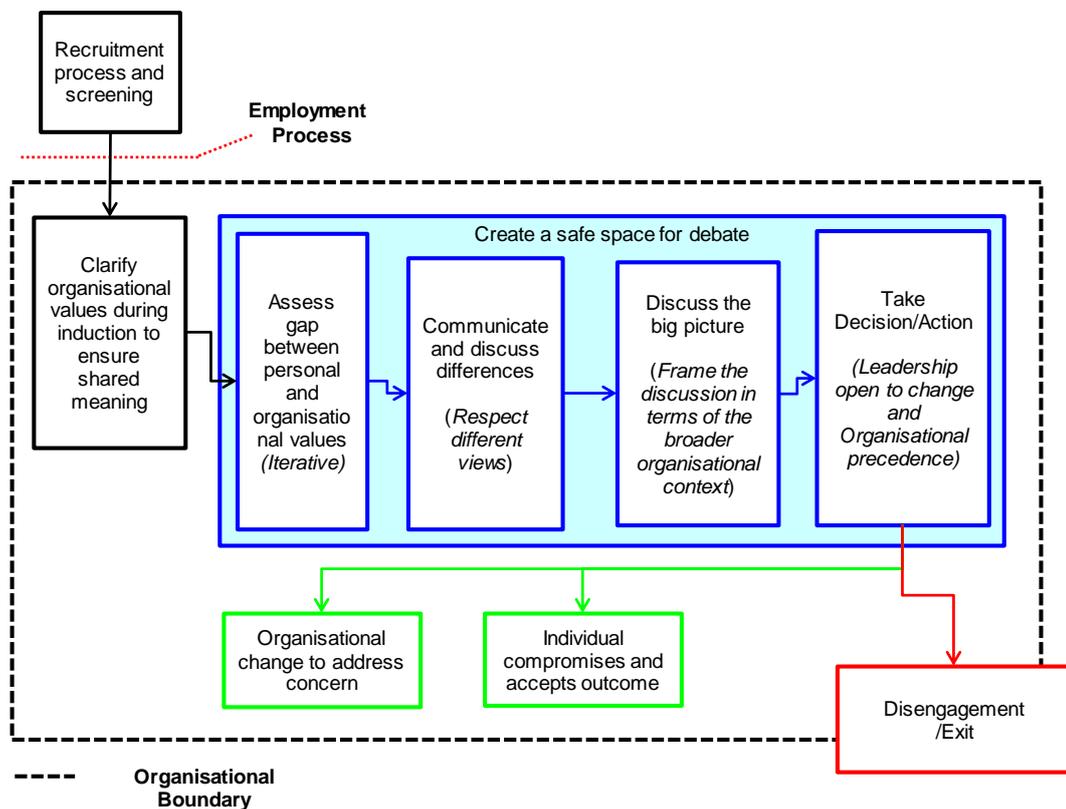
The 'first line of defence' in obtaining general alignment between the individual and the organisation, is ensuring a cultural fit when recruiting, rather than having to deal with serious differences in values after hiring employees. Although the process was noted

as being an imperfect solution, it was considered an important step in the organisational context.

Reference was also made to the increase in importance when recruiting more senior staff. This is congruent with Gentry et al. (2013) who noted integrity as being more important for senior management than for middle management. The increased risk to the organisational culture when hiring more senior members was also noted due to the greater influence such members would have over others (Robbins & Judge, 2013).

During induction, the organisational values are explained and discussed to bolster this general sense of alignment between personal and organisational values by creating greater shared meaning and thereby improving the psychological contract between the individual and the organisation (Carrell et al., 2011). Discussing differences in the early stage of the employment process allows for expectations to be clarified and facilitates the socialisation process.

Another critical component that the results revealed was that of a safe space for debate in terms of differences between personal and organisational values. Allowing room for discussion while respecting differences of opinion not only supports healthy debate, but also creates an opportunity to highlight matters that may impact the integrity of the organisation overall. Such a transparent process would also increase the sense of procedural fairness and is supported by Andrews et al. (2015) who suggested procedural justice as a moderator between behavioural integrity and job tension. It would therefore be beneficial for an organisation to ensure a fair and transparent process in terms of such discussions.

The gap between personal and organisational values should also be assessed from time to time. This was mentioned as part of a feedback cycle including annual surveys and 360 degree feedback in order to address any gaps between the two. This practice is supported by Ibarra et al. (2010) who found that the value system of an individual may evolve as they transition throughout their career. Individuals may therefore need to revisit such conversations from time to time and organisations may benefit from feedback in order to gauge the relative degree of alignment and assess areas of concern to address.

Common understanding may be reached through discussing differences between personal and organisational values and allowing the individual side to be heard while framing the issue within the broader context of the organisation.

A few possible outcomes of such discussions include:

➢ The possibility for organisational change. Given the organisational precedence in terms of such an outcome, this would likely be the result of an issue that is identified during discussion as needing to change in the best interests of the organisation or that is required in order to ensure the integrity of the organisation.

➢ The possibility for compromise on the part of the individual should the result not be quite what they were hoping for. This result would likely be the result of the individual being adequately satisfied by simply being heard and acknowledged in the case of minor issues, or the individual having gained greater understanding of the issue in the broader context of the organisation and its environment and therefore having accepted the status quo.

➢ The possibility of the individual exiting the organisation due to misalignment with the organisational values. This result would be driven by issues that are more serious in nature, where the individual feels strongly about the issue and the organisation is unwilling or unable to change. Should an individual be unable to leave the organisation, disengagement is likely.

The findings therefore suggest a set of practices and supporting considerations which may be useful in dealing with tension between personal and organisational values. By recognising that there is a range of acceptable behaviour (Palanski & Yammarino, 2007) and respecting differences, members are able to discuss differences and frame the conversation in context in order to create mutual understanding and acceptance.

Although there is organisational precedence in terms of the outcome of such discussions, the continuum of acceptable behaviour assists by allowing room for difference and inclusion without forcing a set of rules regardless of context. Such practices are beneficial to the individuals as well as the organisation by exposing issues that may affect the integrity of the organisation and giving the individual an opportunity to be heard as well as gain a deeper understanding of the broader context in which they find themselves.

6.5 How do leaders cultivate, support, maintain and protect integrity within the organisation?

Participants highlighted a range of practices and considerations that contribute to integrity at an organisational level. Approaches included structural and interpersonal as well as formal and informal aspects.

When recruiting employees, organisations attempt to attract and employ the best people and ensure a good cultural fit with the organisation. This is typically achieved through background checks, batteries of tests such as psychometric evaluations, and focused interview techniques. More emphasis is placed on behavioural assessments when recruiting for more senior appointments. This is supported by Gentry et al. (2013), who found that integrity is more important for senior management performance than for that of middle management.

During induction, organisations attempt to bolster the cultural fit and ease the employee's transition into the organisation by focusing on organisational values and expected behaviours. The socialisation of new recruits involves formal and informal discussions with older members of the organisation and is sometimes used as part of the induction process. As mentioned in Section 6.4, such practices improve the psychological contract between the employee and the organisation (Carrell et al., 2011).

In communicating the values of the organisation to its members, a wide range of communication tools is utilised. Verbal communication was identified as being more important than written communication, which serves as a reminder of acceptable behaviour. One participant stressed the importance of dialogue as follows:

> "…you can have as many words written down as you want, if people are not actually living it then there is no point… The value is actually in the dialogue of having the conversation." (P3)

Communication should involve a layered approach, across many channels. Both formal and informal interactions should be utilised to ensure constant discussion and debate around organisational values. The dialogue is driven by leaders who make themselves accessible to members. A flat organisational structure assists accessibility and the flow of communication. Therefore promotion and provision of access to various channels of communication by leaders within the organisation would facilitate an improved dialogue around integrity.

Transparency in communication supports integrity at an organisational level by promoting trust between leaders and members and encourages feedback. This layered approach assists in ensuring that messages are received and understood and that feedback is achieved to confirm agreement (Robbins & Judge, 2013).

Participants pointed to the role of the human resources department as important in terms of recruitment, induction, training and driving organisational culture. The use of culture champions was discussed as a way to both formally and informally generate discussion of organisational values while leveraging the influence of peers to generate greater buy-in. Such practices are described as coalition influence tactics (Robbins & Judge, 2013) and organisations may benefit by generating desired cultural norms through the encouragement of positive peer influence.

Inclusive participation can be utilised by promoting involvement at all levels, again both formally (using formats such as equity committee meetings) and informally (during one-on-one conversations). Repetition across all channels of communication reinforces the importance of integrity within the organisation and scenario-based discussions can be used to ensure that discussions are relevant and topical.

Written communication was regarded as a supportive measure for these methods. Examples included frequently displayed posters, surveys and 360 degree feedback sessions, documented guidelines for decision making, integrity codes and digital and printed communication.

Although providing explicit communication of organisational expectations in formats such as integrity codes may provide greater understanding, there are pitfalls associated with a rules-based approach. When applying codes of conduct in terms of strict prescriptive rules, the potential for a fear-based culture arises, in which members of the organisation are afraid of the consequences of not following the rules. This fear may manifest as members acting in accordance with rules regardless of context and may have unintended consequences for the organisation.

In contrast, a principles-based approach allows for context to be considered. Such an approach is implemented by providing guidelines rather than rules while encouraging discussion and debate around scenarios to determine the best course of action in a given context. In doing so, organisations also allow room for differences of opinion and facilitate the discussion of individual values. Such an approach has the potential to harness the continuum of acceptable behaviour in order to promote alignment and inclusion within reasonable boundaries (Palanski & Yammarino, 2007). The boundaries

may be discussed as part of the scenario-based discussions in order to remain relevant to the context of different situations.

When discussing practices used to maintain integrity at an organisational level, the interdependency between the perspectives of the person, group and systems were highlighted in the results. This result reiterates the importance of the various perspectives of integrity including the individual, group and systems/objects as proposed by Erhard et al. (2009) and recognises that in order to utilise integrity at an organisational level, consideration for all such perspectives is necessary. Organisations would therefore benefit from the inclusion of such perspectives during integrity related discussions.

The inclusion of a gift policy was specifically mentioned and participants discussed the importance of avoiding giving or receiving gifts that may have the potential to influence business. The context of giving or receiving of gifts should be considered carefully. Gifts were considered an aspect specifically related to the reputation of the organisation and thereby affected the stakeholders' perceptions.

Allowing room for mistakes was identified as an important component, as was learning from mistakes to prevent their recurrence. In this way an organisation reduces the fear of reporting mistakes and may therefore result in mistakes being highlighted and rectified sooner rather than later. This result is supported by Erhard et al. (2009) who asserted that allowing room for error encourages transparency and a greater chance of maintaining integrity by honouring one's word.

Risk of recurrence can be mitigated by employing progressive discipline. By holding members accountable for their actions, discipline is applied while considering context. Although mistakes are expected from time to time, more serious missteps require stronger consequences. Such progressive action is indicative of the role that coercive power plays in maintaining integrity (Robbins & Judge, 2013).

One participant mentioned the perception of little or no action being taken in the case of integrity-related missteps when such matters are kept confidential. Therefore although discipline is necessary, it may be less effective than the positive promotion of desired behaviours.

Protecting confidentiality in terms of private conversations, whistle blowers and sensitive information was discussed as important in maintaining integrity and affected both internal and external relationships. These findings therefore support the notion

that positive reinforcement would be more effective in promoting integrity (Robbins & Judge, 2013). In order to develop the desired behaviours in members of the organisation, discussions regarding behavioural aspects were also included in terms of performance reviews and coaching sessions to develop each member at an individual level in line with organisational values. These practices are supported by Brown and Mitchell (2010), who stated the importance of incentivising desired behaviours.

In order to protect integrity at an organisational level, participants mentioned measures such as anonymous hotlines, non-disclosure agreements and restraint of trade agreements. One participant pointed out that most methods are reactive in nature and therefore could not protect against such missteps. More pro-active measures mentioned by participants included compulsory training, maintaining and developing situational awareness, being alert to risk in all situations, and the role of compliance officers in monitoring activities that may impact the organisation.

Three participants discussed the role of leadership in protecting an organisation's integrity by leading by example. Five participants discussed the adaption of the organisational approach to integrity after a major incident had occurred. This reaction may indicate that leaders did not take the integrity of their organisations seriously until such consequences were linked to a lack of integrity within the organisation.

6.6 How do leaders repair organisational integrity in the case of integrity-related errors?

In discussing the process of repairing integrity after an incident or mistake, participants mentioned various actionable steps that may be employed to recover from a misstep. Overarching considerations included the need to act quickly, to provide transparent feedback to members within the organisation and affected external parties, to meet legal requirements if applicable and to involve the senior leadership of the organisation in the case of serious incidents.

Participants mentioned the need to acknowledge that a misstep had occurred and to communicate this to the affected parties as well as members of the organisation. Where applicable, the organisation should also apologise for the incident and investigate to determine the extent of impact and cause of the problem.

Apologising to affected parties is necessary and may be all that is needed to repair the relationship with affected parties in the case of minor incidents. The organisation

should also willingly accept the consequences of bearing responsibility for the incident and make a genuine effort to redress the impact of the incident through recompense. These findings support the notion that integrity may be maintained, provided one's word is subsequently honoured (Erhard et al., 2009). The need for organisations to take ownership of such incidents and pro-actively manage the repair process while acknowledging the organisation's role in the incident would also imply the need for leaders with an internal locus of control (Luthans, 2011).

The importance and weight of brand integrity was identified in the literature (Chitakornkijsil, 2012). In terms of larger corporates who experience a serious incident that negatively impacts the integrity of the organisation, one participant mentioned the possibility of re-branding the corporate identity and implementing CSI initiatives to support the process and address the reputational aspect of the organisation.

Preventing recurrence was highlighted as a way to maintain the relationship once the situation had been addressed and one participant cautioned that it would be far more difficult to recover from a repeat incident than a once-off incident. This sentiment was supported by the suggestion that the incident should be openly discussed with the members of the organisation as a scenario-based discussion and to use it as an opportunity for learning in order to avoid such incidents in the future. Such erosion of trust as a result of integrity failures is supported by Simons (2002) and Xu et al. (2011).

Ultimately, participants experienced positive reactions from affected parties as a result of such an approach and it was noted that although context influences the response from affected parties, most appreciate an open and honest approach to redressing a situation. Relationships are strengthened as a result of taking responsibility and openly dealing with the issue rather than trying to hide from or fight the issue. Such proclivity further supports the importance of subsequently honouring one's word and echoes the sentiment of Erhard et al. (2009) in that honouring one's word even when one has not been able to keep their word, improves levels of trust between the organisation and the affected party.

6.7 Summary

With participants presenting disparate interpretations of integrity, greater support was given to interpretations that included a moral and ethical dynamic. Most participants identified integrity as a concept relating to the behaviour of individuals both from individual and group perspectives. Little consideration had been given to the perspectives of systems and objects and the role these aspects played in the integrity of an organisation; however the interdependence of these various perspectives was acknowledged.

Integrity impacts not only the organisation in terms of its internal relationships, but also decisions about policy, strategy and design, external relationships and the level of transparency in communication. Participants therefore explored the broader implications of integrity and inferred the potential scope of its utility.

Participants also highlighted the importance of peer influence and leading by example to maintain integrity while using constant written and verbal communication to sustain the associated organisational culture. The importance of dialogue in terms of maintaining transparency, integrity and dealing with differences between personal and organisational values was explored.

Dealing with the tension that may arise between personal and organisational values requires that leaders be willing to have discussions while respecting different views and providing a 'safe space' to discuss these differences and provide context. While an organisational bias was acknowledged, such discussions may provide both the organisation and the individual with a new perspective, which may lead to organisational change or personal acceptance of the status quo. Such course of action would likely lead to an amicable resolution of the tension. Alternatively, the individual may disengage or leave the organisation.

Protecting an organisation's integrity is difficult, and defensive processes and documents employed are for the most part reactive. Pro-active measures include developing and maintaining the right culture and electing leaders who behave with integrity. In the case of missteps, repairing integrity requires quick action, acknowledgement of the issue, transparency in communication of the repair process, acceptance of consequences, redressing the impact as far as practically possible and using the incident as a lesson while putting in place measures to avoid recurrence.

The following chapter highlights the main findings and introduces recommendations to leaders within organisations and implications for management. Suggestions for future research and the limitations of this study will also be discussed.

Chapter 7: Conclusion

7.1 Introduction

This chapter outlines the main findings and provides recommendations to leaders. Managerial implications are discussed and suggestions for future research provided. The research limitations are also explained.

7.2 Principal Findings

The research sought to build on current literature by investigating the understanding and practical application of integrity at an organisational level. The aim was to determine how integrity can be effectively applied by leaders while acknowledging and managing different points of view.

The first contribution related to the interpretation and understanding of integrity at an organisational level. From the perspectives of both individuals and groups, participants identified with the moral and ethical aspects, while defining integrity as acting ethically, honestly and consistently regardless of situation. A range of other descriptors were mentioned, though to a lesser extent.

In terms of systems and objects, participants recognised the actual, compared to the expected or promised, level of performance to be an indicator of integrity. The elements of design and use were also identified as contributing factors. Participants acknowledged the interdependence of these perspectives and relative impact on an organisation's integrity. These findings were congruent with literature in terms of the definitions of integrity and supported the need for a broader perspective (Audi & Murphy, 2006; Palanski & Yammarino, 2007; Erhard et al., 2009).

The second contribution related to the mechanisms used to deal with the tension resulting from differences between personal and organisational values, building on the theory of a continuum of acceptable behaviour (Palanski & Yammarino, 2007) in relation to integrity. Figure 2 outlines the process utilised by participants and provides a practical set of steps identified by the results to mitigate, identify and deal with such tensions.

The risk of misalignment between individual and organisational values can be mitigated by using assessments during recruitment to determine cultural fit from the outset. The focus on values increases when recruiting more senior candidates (Gentry et al.,

2013). Induction and socialisation practices include values-based discussions and training programmes to bolster a new recruit's understanding of the organisational values and context, which would improve the psychological contract (Carrell et al., 2011).

Post induction, iterative steps can be employed while creating a safe space for debate around differences to facilitate transparency and greater understanding. Gaps between personal and organisational values should be assessed from time to time using feedback mechanisms such as surveys and 360 degree feedback evaluations, to assess potential changes over time (Ibarra et al., 2010). Differences should be discussed while respecting different points of view and contextualising issues in terms of the broader organisation before a decision or action is taken.

Although an organisational precedence was noted, the need for leaders to be open to change was acknowledged. Discussions led to several outcomes including organisational change, individual compromise and acceptance or individual disengagement and/or exit. Such a process can benefit the organisation through increased communication and the opportunity for early detection of issues which threaten the organisation's integrity, while benefitting individuals through greater understanding.

The third contribution builds on extant theory with practices and methods used in the application of integrity at an organisational level. Recruitment practices should be aimed at assessing for a good cultural fit and the induction process should be used to socialise new recruits and promote alignment with organisational values and expectations. While codes of conduct based on strict prescriptive rules create a fear-based culture with debilitating effects, a principles-based approach was preferable in order to allow room for discussion and adaptation to context. Protecting confidentiality and allowing room for mistakes also contributed to the willingness of members to discuss issues (Erhard et al., 2009).

In maintaining the organisation's integrity, participants focused on leader-driven dialogue. Supported by flatter structures and transparency, such dialogue could include topical, scenario-based and inclusive discussions to generate situational awareness. Persistent repetition through dialogue and the pervasive use of visual aids such as posters can provide reminders and reiterate the sense of importance. Such communication should be extended to stakeholders such as clients in order to promote transparency and alignment beyond the organisational boundaries and to include external interactions (Freeman & Reed, 1983).

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The fourth contribution explored the possibility of repairing an organisation's integrity once compromised. The findings supported Erhard et al. (2009) in the notion that integrity may be maintained by endeavouring to honour one's word after an incident in which one was unable to keep it. Acting quickly with transparency while taking ownership of the impact and consequences can result in overall positive feedback from affected stakeholders, provided the mistake was not a recurrence.

7.3 Implications for Management

The utility of integrity at an organisational level relies not only on leaders having an understanding of the concept, but on all members sharing the same understanding. Communicating the organisation's expectations of its members through multiple channels and considering feedback may assist in achieving this by generating inclusive dialogue.

Though members will have varying degrees of alignment between personal and organisational values, acknowledgement of a continuum of acceptable behaviour through use of a principle-based code of conduct may be useful to improve inclusion and overall alignment of members. Acknowledging organisational precedence while framing discussion in terms of the broader organisational context may also facilitate greater common understanding and alignment.

To realise the broader utility of integrity, leaders should consider the various perspectives relevant to their organisations and recognise their interdependence.

Managers who lead by example and are aligned to the values of the organisation may inspire their teams to follow suit. Accountability may assist in generating an organisational culture of integrity, which is bolstered by peer influence, bearing in mind the positive influence friendships within the team could have.

Scenario-based discussions may prove useful in promoting situational awareness and mitigating the risk of unintentional errors. These discussions may be used to prepare members for certain situations and provide the confidence to act accordingly. Topical discussions may also be useful in preventing recurrence by discussing errors experienced and appropriate alternative approaches to a situation or problem.

7.4 Research Limitations

The nature of this study was explorative and findings should therefore not be viewed as conclusive.

The sample of human resource and line managers offered practical insights to the application of integrity and the perspectives of middle and senior management. The participant views may therefore be limited in terms of aspects such as long-term strategy and organisational design.

Although data saturation was achieved in terms of emerging themes, the complexity of the topic warrants further investigation and may produce insights from the perspective of another researcher with an alternative sample.

7.5 Suggestions for Future Research

This paper focused on the application of integrity within an organisation from the perspectives of middle and senior management. Further research from the perspectives of top management may be useful to examine the influence of organisational design on its integrity.

With findings revealing the importance of integrity throughout the organisation including external relationships, further research into this aspect of relationships between various stakeholders within a supply chain may provide insights to the utility and applications relating to their interdependence and collaboration or competition.

7.6 Conclusion

This paper determined support for the relevant theory in terms of disparate definitions of integrity and the need for a definition with a broader scope than individual and leader-follower perspectives. Findings supported the importance of integrity from the individual, group and system/object perspectives as proposed by Erhard et al. (2009) as well as the importance of being able to recover from a position of compromised organisational integrity. Practical steps to address the tension between personal and organisational values were provided, building on the proposed continuum of acceptable moral behaviour as proposed by Palanski and Yammarino (2007) to improve its utility.

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The value of an organisation's integrity lies in the dialogue. It has been found that management should drive and encourage discussion around integrity and provide platforms where members may safely discuss different points of view. By respecting differences, being open to change and taking the time to participate in dialogue, managers may learn of issues before they become a threat to the organisation. They will thus be able to resolve tensions based on misunderstanding by framing the dialogue in the broader organisational context. Dialogue and transparency is further encouraged when a principles-based approach is adopted and there is room for interpretation allowing for discussion and debate.

The research contended that management should also make use of open, scenario-based discussions as a tool to learn from and prevent recurring mistakes while increasing awareness and thereby reducing situational risks. Mistakes that impact the organisation's integrity should be dealt with swiftly, with management willingly taking accountability and providing transparent feedback to those affected.

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INTERVIEW SCHEDULE

Thank the participant for giving up their time and agreeing to participate.

Explain the purpose for the interview is to discuss integrity in organisations and how it is applied. Explain that the interview is to explore the participant's experiences and expertise in relation to the topic.

Ask the participant to sign the consent form.
Continue if signed.

QUESTIONS

Interpretation and Identification

How would you define and identify personal integrity?

How would you define and identify organisational integrity?

How would you define and identify the integrity of a system?

What are your thoughts on the interaction between personal integrity, organisational integrity and systemic integrity?

Leadership Practice

As a leader, how do you perceive your role and responsibility in terms of organisational integrity?

How do you embody integrity in practice?

How do you balance personal and organisational integrity when the two perspectives present conflicting values?

As a leader, how do you influence organisational integrity?
Application within the Organisation
How do you communicate organisational expectations to employees in terms of their roles and responsibilities to organisational integrity?
How do you nurture and encourage organisational integrity?
How do you deal with tensions that may arise between employee and organisational values?
What mechanisms are utilized to deal with such possible tension and how are the boundaries defined?
How do you support and maintain organisational integrity?
How do you protect your organisational integrity?
How do you repair organisational integrity in the case of integrity violations?
Are there any other practices, approaches or insights that we have not discussed that you have found to be effective in applying organisational integrity?
Thank the participant for their valued time and input.

Informed consent form

Thank you for agreeing to participate in this study. I am conducting research on the application of organisational integrity. The purpose of this study, details of participation, as well as your rights as a participant are outlined below.

The purpose of this study:

To examine how leaders interpret and apply integrity within the organisation from individual, group and systemic perspectives by assessing how leaders embody, identify, promote and support integrity within the organisation; and to determine the mechanisms used by leaders to maintain organisational integrity while acknowledging and addressing the potential tension arising from differences between individual and organisational values.

Benefits of the study:

The results of this research may facilitate a better understanding of how organisations may effectively apply organisational integrity and thereby add practical value by improving the utility of organisational integrity. By participating in this study, you will be using this time to reflect on and discuss your experiences and insights; this process therefore also offers an opportunity for inflection.

Your participation:

As a participant, your contribution will consist of an interview lasting approximately one hour, a few minutes to read a summary of the literature review findings at your convenience after the interview (the summary shall be provided at the end of the interview) and a few minutes of your time to respond to a follow up emailed questionnaire after having read the summary and reflected on the interview (This brief questionnaire will be emailed to you subsequent to the interview and your response is again voluntary and will be kept confidential. The questionnaire will serve to allow for any further insights as a result of reflection on the interview, to be shared and included in the study.)

During the interview, you will be asked a series of questions based on themes related to the research topic. Your experience and insights on the application of organisational integrity will form the basis for this interview and there are no right or wrong answers. You are also encouraged to ask questions regarding the process or to clarify questions at any time.

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The interview audio will be digitally recorded to enable me to accurately record and transcribe the interview and your responses in your own words. This will also allow me to make additional notes on the interview and facilitate more granular records of the interview. All recordings along with notes and transcripts will be kept strictly confidential. Insights gathered from you and other participants will be used as part of a qualitative research report.

Your participation is completely voluntary and you may withdraw from the interview at any time, without penalty. You are under no obligation to answer all questions and may pass on any question that makes you feel uncomfortable. Should you choose to withdraw from the study, all information you provide including audio recordings and notes will be destroyed and omitted from the final paper.

If you have any concerns, please contact me or my supervisor. Our details are provided below:

By signing below I acknowledge that I have read and understand the above information.

Signature of participant _____ **Date** _____

Signature of researcher _____ **Date** _____

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Appendix 3: Follow-up questionnaire

FOLLOW-UP QUESTIONNAIRE

Thank you again for your participation in this study on the application of organisational integrity. This follow up questionnaire consists of 3 follow up questions with reference to our recent interview.

Your participation is completely voluntary and you are under no obligation to answer all questions and may pass on any question that makes you feel uncomfortable. All feedback will be kept strictly confidential. Insights gathered from you and other participants will be used as part of a qualitative research report.

By completing and responding to this questionnaire, you hereby agree to have your feedback included in this study in accordance with your signed informed consent form.

Question 1:

After having time to reflect on our recent interview and considered the brief literature summary presented, has your perception of the role that integrity plays within your organisation changed? If so, in what way?

Question 2:

Has your participation in this study led you to change an aspect of your approach to the application of organisational integrity within your organisation? If so, what changes are you making as a result?

Question 3:

Are there any other insights which you may have gathered during this time with regards to the application of organisational integrity?

If you have any concerns, please contact me or my supervisor. Our details are provided below:

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Supervisor name: Dr. Gavin Price

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Appendix 4: Code List

INTEG COMMUNICATION
INTEG COMM - Access to leadership discussions
INTEG COMM - Annual awareness drives
INTEG COMM - Cultural awards
INTEG COMM - Culture champions
INTEG COMM - Customer focus
INTEG COMM - Discussed regularly in meetings
INTEG COMM - Discussions are participatory
INTEG COMM - HR department focus
INTEG COMM - Inclusive participation
INTEG COMM - Interactive game
INTEG COMM - Leader driven
INTEG COMM - Positive focus
INTEG COMM - Repetition
INTEG COMM - Roadshows
INTEG COMM - Rotation of meeting chair
INTEG COMM - Scenario-based discussions
INTEG COMM - Transparency
INTEG COMM - Value days
INTEG COMM - Weekly focussed discussions
INTEG COMM - Written - 360 Feedback
INTEG COMM - Written - Guidelines for decision making
INTEG COMM - Written - Integrity code
INTEG COMM - Written - Part of contract
INTEG COMM - Written - Posters prominently displayed
INTEG COMM - Written - Printed on calendars
INTEG COMM - Written - Rule based equals fear
INTEG COMM - Written – Share-drive access to policies
INTEG COMM - Written - Social media
INTEG COMM - Written - Surveys
INTEG COMM - Written - Website
INTEG DEFINITION
INTEG DEF - Accountability
INTEG DEF - Character - Authenticity
INTEG DEF - Character - Being supportive of colleagues
INTEG DEF - Considering intent and result
INTEG DEF - Consistency - Situational contexts
INTEG DEF - Consistency - Word and Deed
INTEG DEF - Ethics
INTEG DEF - Fairness
INTEG DEF - Honesty
INTEG DEF - Humility

INTEG DEF - Living your values
INTEG DEF - Love
INTEG DEF - Loyalty to the organisation
INTEG DEF - Organisation
INTEG DEF - Principal - Can be taught
INTEG DEF - Respect
INTEG DEF - Self-critical
INTEG DEF - Systems and processes
INTEG DEF - Transparency
INTEG DEF - Trustworthiness
INTEG IMPACT
INTEG IMP - Competition
INTEG IMP - Compliance
INTEG IMP - Customer service
INTEG IMP - Data
INTEG IMP - Employment practices
INTEG IMP - Ethical practices
INTEG IMP - Extends to integrity of customers
INTEG IMP - External relationships
INTEG IMP - Factor of success
INTEG IMP - Filters into personal life
INTEG IMP - Higher purpose
INTEG IMP - Impacts product design
INTEG IMP - Influences policy development
INTEG IMP - Influences strategic decisions
INTEG IMP - Influences system and process design
INTEG IMP - Internal relationships
INTEG IMP - Level of transparency
INTEG IMP - Performance of the team
INTEG IMP - Product integrity
INTEG IMP - Provides higher purpose
INTEG IMP - Reduces theft
INTEG IMP - Reputation
INTEG IMP - Respect
INTEG IMP - Risk to the organisation
INTEG IMP - Socialisation
INTEG IMP - Staff retention
INTEG IMP - System & process reliability
INTEG IMP - The basis of a relationship
INTEG IMP - Trust
INTEG IMP - Value is in having the dialogue
INTEG IMP - Value most identified with
INTEG INFLUENCE
INTEG INFLUENCE - Avoiding gossip
INTEG INFLUENCE - Being authentic

INTEG INFLUENCE - Being conscious of my impact
INTEG INFLUENCE - Being open to criticism
INTEG INFLUENCE - Building the leadership pipeline
INTEG INFLUENCE - Coaching and guiding
INTEG INFLUENCE - Communicating and reminding
INTEG INFLUENCE - Decisions made
INTEG INFLUENCE - Discipline
INTEG INFLUENCE - Encouraging personal development
INTEG INFLUENCE - Interactions both internal and external
INTEG INFLUENCE - Leading by example
INTEG INFLUENCE - Others - New seniors can affect culture
INTEG INFLUENCE - Others - Peer influences
INTEG INFLUENCE - Others - The role of friendship
INTEG INFLUENCE - Policy creation
INTEG INFLUENCE - Starts with the little things
INTEG INFLUENCE - Strategic decisions
INTEG INTRODUCTION TO NEW RECRUITS
INTEG INTRO - Code of conduct
INTEG INTRO - Included in contract
INTEG INTRO - Induction booklet
INTEG INTRO - Induction discussions
INTEG INTRO - Induction training
INTEG INTRO - Interactive online training
INTEG INTRO - Less important than recruiting right people
INTEG INTRO - Non-disclosure agreement
INTEG INTRO - Team introduction and discussion
INTEG INTRO - Training for confrontation of lack of integrity
INTEG MAINTENANCE
INTEG MAINT - Alignment of systems, processes and people
INTEG MAINT - Allow room for mistakes
INTEG MAINT - Audits
INTEG MAINT - Coaching
INTEG MAINT - Customer facing dep. - more attention
INTEG MAINT - Discipline in context
INTEG MAINT - Ensure reliable systems and data
INTEG MAINT - Gift policy
INTEG MAINT - Hold each other accountable
INTEG MAINT - Included in LDPs
INTEG MAINT - Interpersonal relationships and friendship
INTEG MAINT - Learning from mistakes
INTEG MAINT - Performance reviews
INTEG MAINT - Protecting confidentiality
INTEG MAINT - Soft on people, hard on performance
INTEG MAINT - Strive for perfection
INTEG MAINT - Sundown rule

INTEG MAINT - Willingness to change
INTEG PROTECT
INTEG PROTECT - Adapted post incident
INTEG PROTECT - Annual risk assessments
INTEG PROTECT - Anonymous hotline
INTEG PROTECT - Avoid gifts which influence business
INTEG PROTECT - Be alert to risk in all situations
INTEG PROTECT - Be honest up front
INTEG PROTECT - Compliance officer
INTEG PROTECT - Compulsory training
INTEG PROTECT - Confidentiality
INTEG PROTECT - Haven't given much thought to it
INTEG PROTECT - Keeping strong records
INTEG PROTECT - Leaders acting with integrity
INTEG PROTECT - Non-disclosure agreements
INTEG PROTECT - Open door policy
INTEG PROTECT - Prevent recurrence
INTEG PROTECT - Processes are reactive
INTEG PROTECT - Recruit the right people
INTEG PROTECT - Restraint of trade
INTEG PROTECT - Strong culture of integrity
INTEG PROTECT - Transparency for tip-offs
INTEG RECRUIT
INTEG RECRUIT - Focus on more senior candidates
INTEG RECRUIT - Market org to attract the best people
INTEG RECRUIT - Probing interview questions
INTEG RECRUIT - Psychometric testing
INTEG RECRUIT - Screening for values in interviews
INTEG REPAIR
INTEG REPAIR - Accept consequences
INTEG REPAIR - Acknowledgement of event
INTEG REPAIR - Act quickly
INTEG REPAIR - Apologise
INTEG REPAIR - Assess extent of damage
INTEG REPAIR - Corporate - CSI Initiatives
INTEG REPAIR - Corporate - Rebrand identity
INTEG REPAIR - Ensure it does not happen again
INTEG REPAIR - Follow all legal channels
INTEG REPAIR - Follow up and feedback on action/progress
INTEG REPAIR - Give corporate gifts
INTEG REPAIR - Host client golf days
INTEG REPAIR - Investigate incident
INTEG REPAIR - Recompense
INTEG REPAIR - Response negative
INTEG REPAIR - Response positive

INTEG REPAIR - Top level involvement
INTEG REPAIR - Use as lesson to share with team
INTEG ROLE & RESP
INTEG ROLE & RESP - Be aligned with company values
INTEG ROLE & RESP - Be openly available for discussions
INTEG ROLE & RESP - Coaching and guidance
INTEG ROLE & RESP - Discuss and promote values
INTEG ROLE & RESP - Follow through
INTEG ROLE & RESP - Following rules
INTEG ROLE & RESP - Increases with seniority
INTEG ROLE & RESP - Keeping integrity top of mind
INTEG ROLE & RESP - Lead by example
INTEG ROLE & RESP - Maintain confidentiality
INTEG ROLE & RESP - Pro-actively discuss issues
INTEG ROLE & RESP - Promote teamwork
INTEG ROLE & RESP - Recruiting for fit
INTEG ROLE & RESP - Speaking out against integrity violations
INTEG ROLE & RESP - Supporting the team
INTEG ROLE & RESP - Think long term
PERS VS ORG VALUES
PERS VS ORG VALUES - Act - Assess gap
PERS VS ORG VALUES - Act - Clarify position during induction
PERS VS ORG VALUES - Act - Communicate and discuss differences
PERS VS ORG VALUES - Act - Compromise and acceptance
PERS VS ORG VALUES - Act - Create a safe space for debate
PERS VS ORG VALUES - Act - Discuss the big picture
PERS VS ORG VALUES - Act - Encourage debate
PERS VS ORG VALUES - Act - Hold open debates
PERS VS ORG VALUES - Respect different views
PERS VS ORG VALUES - General alignment important
PERS VS ORG VALUES - Lack of alignment erodes trust
PERS VS ORG VALUES - Lack of alignment may lead to exit
PERS VS ORG VALUES - Leaders must be open to debate
PERS VS ORG VALUES - Leaders must be willing to change
PERS VS ORG VALUES - Leaders with integrity
PERS VS ORG VALUES - Organisational precedence
PERS VS ORG VALUES - Owner manager mindset

Gordon Institute of Business Science
University of Pretoria

Dear Mr Gareth Armstrong

Protocol Number: **Temp2015-01484**

Title: **The application of organisational integrity**

Please be advised that your application for Ethical Clearance has been APPROVED.

You are therefore allowed to continue collecting your data.

We wish you everything of the best for the rest of the project.

Kind Regards,

GIBS Ethics Administrator

Appendix 6: Turnitin Report

turnitin

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paper text:

Towards understanding, applying and utilising integrity at an organisational level Gareth Armstrong 17**Student number:** 14376017 **A research project submitted to the Gordon Institute of Business Science, University of Pretoria, in partial fulfilment of the requirements for the degree of Master of Business Administration.** 09 **November** 2015 **ABSTRACT This** paper explores **the** understanding, application **and** utility **of** integrity at an organisational level to 109**assist in bridging the gap between** the notion **and** application of **the**

concept. Integrity is one of the most touted values in business, yet well-documented failures of organisations lacking integrity continue to play out with often disastrous consequences. Such recurrence highlights this gap. An explorative study using semi-structured interviews with managers from a range of industries was conducted to assess their views, practices and experiences. The study focused on organisations that claimed integrity as a value. The results reveal moral behaviour as the underlying foundation across a range of definitions. They also show that the perspectives of objects and systems are

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important to, and interdependent of, an organisation's integrity. Leader-driven practices focus on encouraging dialogue and transparency, with scenario-based discussions generating awareness of situational risks. While a principles-based approach to codes of conduct and acknowledging mistakes facilitates greater transparency, creating a safe space for discussion of different views provides an avenue to deal with tension between personal and organisational values. Should an organisation's integrity be compromised, this study shows that repairing it requires quick action, acknowledgement, transparency and accountability while preventing recurrence to maintain trust. KEYWORDS Integrity, Organisational, Application, Understanding, Utility i

3DECLARATION I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research. Signed:

_____ Gareth Ross Armstrong **Date:**

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