The Meaning of Integrity among Public Officers: a Phenomenology Study

Idha Rahayuningsih
Doctoral Program, Psychology Faculty, Airlangga University
Psychology Faculty, Muhammadiyah Gresik University
idha.rahayuningsih-2018@psikologi.unair.ac.id
idha.rahayuningsih@umg.ac.id

Suryanto
Faculty of Psychology Airlangga University
suryanto@psikologi.unair.ac.id

Fendy Suhariadi
Psychology Faculty, Airlangga University
fendy.suhariadi@psikologi.unair.ac.id

Cholichul Hadi
Psychology Faculty, Airlangga University
cholichul.hadi@psikologi.unair.ac.id

Abstract

Good governance can be realized if public officials have integrity. The integrity of public officials is a source of public trust in the government's performance in providing public services. This research aims to describe the meaning of integrity and internal factors that strengthen integrity from the perspective of public officials. Our study used a qualitative method based on phenomenological philosophy. Participants were selected based on three criteria: (1) echelon II officials as Heads of Regional Government Work Units, (2) have excellent work performance, and (3) have never violated the code of ethics, regulations, and laws. We conducted face-to-face, in-depth interviews to collect the data and analyzed the data using. Our findings reveal eight meanings of integrity by public officials and internal factors that strengthen integrity. Eight meanings of integrity include carrying out duties and obligations seriously; being honest in carrying out tasks; discipline, complying with procedures and regulations; consistency between values/principles and behavior; being fair; having moral courage; being a role model for subordinates; not abusing position for personal gain or specific parties. Meanwhile, internal factors that strengthen integrity include: social-oriented terminal value, moral-oriented instrument value; competency-oriented instrument value, self-awareness as a public servant, simple lifestyle, change motivation, learning motivation, and achievement motivation.

Keywords: Phenomenology, meaning of integrity, public officials.

Introduction

Bureaucratic reform in Indonesia aims to create good governance. Good governance requires human resources of the state apparatus to have integrity, neutrality, competence, capability, professionalism, excellent work performance, and prosperity. Good governance can be realized if the human resources of the state apparatus, especially public officials, have integrity. As stated in Government Regulation No. 46 of 2011, integrity is the ability to act according to the organization's values, norms, and ethics.

Wiranta (2015) explains that bureaucracy is an executive administration with considerable authority to manage public assets, provide public services, and determine public policies. Laws Of The Republic Indonesia Number 14 of 2008 about Public Information Disclosure defines a Public Official as a person appointed and assigned to occupy a specific position in a public institution.

Public officials have discretionary power. Discretion is an authority given to public officials to act on their own initiative in taking actions that are not regulated by laws and regulations. As a result, that position is prone to be falsely used to gain personal or group benefits while implementing public policies. Based on Government regulation No. 13 of 2003, public officials at the echelon II level are considered top managers of work units (agencies). They are responsible for the effectiveness of the institutions they lead through their expertise in designing and implementing strategies to realize policy points. Echelon II is directly accountable to the Regional Head through the Regional Secretary. Based on the Regulation of The Minister of State Apparatus Empowerment And Bureaucratic Reform of The Republic of Indonesia Number 38 of 2017 About State Civil Apparatus Position Competence Standards, candidates promoted to the echelon II level have undergone the integrity competency assessment. Integrity competence creates work situations that encourage adherence to organizational values, norms, and ethics. Integrity competence indicators that should be met by echelon II include: a) creating a work situation that encourages all stakeholders to comply with organizational values, norms, and ethics; b) supporting and applying moral principles and high ethical standards and daring to bear the consequences; c) dare to make corrections or take action on deviations from the code of ethics/values committed by other people at the service level even though there are risks.

The Corruption Eradication Commission Handbook: Integrity Assessment Survey (2017) explained that the word integrity comes from the English language, namely integrity, which means: adherence to moral and ethical principles; soundness of moral character; honesty; morally undamaged or perfect condition. Furthermore, it is explained that integrity is defined as the determination of the bureaucratic apparatus and public officials not to ask for or accept anything that is improper/authority to create good governance. Mastracci (2019) defines integrity as making decisions consistently according to one's values and doing so transparently and responsibly. Meanwhile, Armstrong (2005) establishes the integrity of public officials as "honesty" or "trust" in carrying out official duties, functioning as the antithesis of "corruption" or "abuse of office."

Molina (2018) defines the integrity of public officials as the extent to which the actions of public officials are consistent with what stakeholders consider to be morally right or wrong in certain circumstances. Graaf et al. (2018) wrote that in the context of government, several experts had defined integrity as being consistent and coherent in principles, values, and actions (Montefiore, 1999), following the regime's values and rules (Rohr, 1989) and acting by relevant moral values, norms, and regulations (Huberts et al., 2006).

Based on these definitions, it can be concluded that the integrity of public officials is seen through the quality of their action, namely whether it follows moral values, norms, and rules. These values and norms decide what behaviors are considered right or wrong and whether a public official did a good job at exercising power for justified/legal reasons to create good governance.

The importance of the integrity of public officials for the community is evidenced by Aryani et al. (2013), who discovered that a leader deserves to be trusted if he has high integrity and competence in his capacity as a leader. The results also show that a leader's integrity has the highest score compared to other factors. As novice voters, 67.8% of student trust a leader based on his integrity, 23.4% by competence, and 8.8% categorized as meaningless. Males (75% of 36 people) and females (65.6% of 103 people) trust a leader for their integrity. Research by Huberts et al. (2007) shows the importance of role models in limiting unethical behavior in interpersonal relationships. He also found that leaders' assertiveness effectively controls fraud, corruption, and resource abuse.

The research results of Gentry et al. (2013) show: a) the integrity of middle managers is positively related to their performance; b) integrity is relatively less critical to middle managers' performance than other character strengths (e.g., social intelligence); c) integrity is relatively more important to top managers' performance and; d) the difference between middle and top managers is found in the aspects of courage and integrity as the two most important predictors of performance. In line with the results of this study, Mruk (2017) explained that there are four essential qualities of an effective leader: integrity (actions that are consistent with stated values), strategic perspective, inspiring self and colleagues, and improving self and team abilities.

Huberts et al. (2007) highlighted the importance of role models in limiting unethical behavior in the context of interpersonal relationships and effectivity of leaders' assertiveness in controlling fraud, corruption, and resource abuse. One of the findings by Jonesa & Lasthuizenb (2018) shows that ethical leadership decreases the frequency of all types of integrity violations. The strongest impact on bribery ($\beta=-.14$), favoritism by superiors ($\beta =.15$), and gratification ($\beta=.15$). The better examples of leader behavior, the less the occurrence of bribery, favoritism, and gratification. Both studies prove the importance of the role of leaders in setting an example of ethical conduct that has an impact on reducing integrity violations.

Based on the five research results, it can be concluded that it is essential for public officials to have integrity in carrying out their roles and duties. A person with integrity will gain the community's trust and become a role model to their subordinates, thereby limiting integrity violations. Integrity also becomes a predictor of one's performance. Considering the critical role of public officials, strong integrity is needed in carrying out their duties to serve the community's needs. Thus, understanding how public officials perceive the meaning of integrity becomes essential. Therefore, this study aims to describe the meaning of integrity and the internal factors that strengthen integrity from public officials' perspectives.

Method

Study Design

This is a qualitative study using a phenomenological approach. Langdridge (2007) explained that qualitative methods are concerned with the naturalistic description or interpretation of phenomena in terms of the meanings that people have of them. We used a phenomenological approach for this study. Moustakas (1994) explained that phenomenology focus on people's perceptions of the world in which they live and what it means to them. In other words, it focuses on a person's life experiences. Moustakas (1994) focuses on one of Husserl's concepts, namely epoch (bracketing), in which the researchers put aside their own experience as much as they can and uses a new perspective when looking at the studied phenomena.

Participants

The participant inclusion criteria consists of: (1) echelon II public officials with good performance (i.e., being able to meet or exceed the work target), (2) assessed by superiors, peers, and subordinates as having good integrity, worthy of being an example for others in the workplace and community, and (3) never having a record of violating the code of ethics, regulations, and laws. This list of inclusion criteria were given to the Head of the Regional Civil Service Agency. Based on these criteria, the Head of the Regional Civil Service Agency recommended ten names of echelon II public officials. Furthermore, the researchers followed up on these recommendations by giving informed consent. Out of 10 recommended individuals, six people provided informed consent in writing and provided time for interviews.

Data collection and Ethics

Before data collection, the researchers were granted a research permit by the institution to collect the data. All six public officials have signed informed consent. Once we obtained the informed consent, we arranged the time and place of the interview according to the participants' request. At the start of the interview, we openly introduced ourselves, explained the research's themes and objectives, and sought approval to record the interview process. We also stated that participants

are allowed to refuse to answer if there are questions they consider private or sensitive. Several questions were asked to research participants: a) As a public official, how do you define integrity?; b) What dilemmatic events/situations have you experienced in carrying out your duties? and c) What are some of the internal factors that strengthen integrity? After the interview, we thanked the participants and asked for their willingness to be involved in the next stage of the interview if needed for the completeness and depth of the data.

Data Analysis

Moustakas (1994) describes the stages of analyzing data in using a phenomenological approach as follows: a) analyzed the data by reducing the information into significant statements or utterances from the participants: and then b) the researchers combined these statements into themes. Next, the researcher compiled a textural description of the participants' experiences (what the participants experienced) and a structural characterization of the experience (how the participants shared the experiences, the conditions, the situation, and the context). Furthermore, the combination of textural and structural descriptions is combined in a narrative that describes the entire essence of the experience studied.

Results

In total, there are six participants, all male, aged between 52-59 years, working as a civil servant for 22-36 years, with a master's degree as their highest level of education—demographic description are shown in Table 1.

Table 1.

Participant Demographic Overview

Participant	Origin Region	Age (Year)	Years of Service	Last Education
Participant 1	Gresik	59	36	Master of Management
Participant 2	Gresik	53	27	Master of Management
Participant 3	Gresik	53	30	Master of Management
Participant 4	Sumenep	54	22	Master of Civil Engineering
Participant 5	Malang	58	29	Master of Financial Management
Participant 6	Gresik	52	28	Master of Management

During the interview, the researcher felt that the participants were open and enthusiastic to share their career experiences while serving as Civil Servants, including their family background, formal education, and career journey as civil servants. The average interview time was two to three hours.

The interview results found two main themes, namely the meaning of integrity and internal factors that strengthen integrity from the perspective of public officials, as shown in Table 2.

Meaning of Integrity

Public officials consider integrity to be reflected through carrying out duties and obligations seriously, being honest when carrying out tasks, having discipline by complying with procedures and regulations, having consistency between values and behavior, being fair, having moral courage, being a role model for subordinates, and not abusing position for personal gain or specific parties.

Table 2.
Main Themes and Sub Themes

Main Themes	Sub Themes
Meaning of Integrity	a. Carrying out duties and obligations seriously
	b. Being honest while carrying out tasks
	c. Discipline, compliance with procedures and regulations
	d. Consistency between values/principles and behavior
	e. Being Fair
	f. Having moral courage
	g. Being a Role Model for Subordinates
	h. Not Abusing position for personal gain or specific parties.
Internal Factors that Strengthened Integrity	a. Social-oriented terminal value
	b. Moral-oriented instrument value
	c. Competency-oriented instrument value
	d. Self-awareness as a public servant/servant,
	e. Simple Lifestyle
	f. Change Motivation
	g. Learning Motivation
	h. Achievement motivation

Carry out duties and obligations seriously

All participants felt that acting with integrity as a public official means carrying out their obligations seriously. It is a form of responsibility to carry out tasks by mobilizing resources.

"*...those who work seriously will be the ones to get the benefit, so in working we must be serious, the results are not only now, but we will get in the future...*" *(S2-S061020).*

"*I only have two hands; if I don't have enough hands to do many tasks, I'll ask others to help; on principle, I must understand (the work that they do) and can correct their work. Since I'm the one who gave the work*

order, if it's accurate, I'll understand it, but if I don't understand it, it's my fault. It's still my responsibility" (S5-S191120).

Honesty in carrying out tasks

Honesty, in this case, refers to being honest with oneself and others about one's intentions and capacities. This includes telling the truth and stating one's intentions. This manifests in transparent and open communication and proactive sharing of information. Honesty involves purposely telling the truth without hiding all or part of the truth for one's benefit.

"If the work is honest, no problem will arise when examined by the Corruption Eradication Commission, the Prosecutor's Office, the Police, and so on. If we are honest, there would be no problem showing data/information according to reality…" (S4-J171120).

"If you can't, say that this is not our job, sir, if it's like that, because blah blah… if it's beyond my authority or ability, the important thing is, to be honest…" (S6-SP091220).

Self-Discipline - compliance with norms and rules

Self-discipline means adhering to norms and applying emotional and behavioral self-control. This includes adhering to written and unwritten (i.e., personal and social values) standards.

"If the State Civil Apparatus works administratively, they must comply with the existing rules of the game … the rules and regulations that apply in the government. For example, procuring goods and services with specifications like this must be with a third party, right? Those that can be self-managed are done by self-management…." (S6-DP091220)

"The work performance of state civil apparatuses is already limited by regulations. I've mentioned this several times that, when it comes to policies with legal implications, these changes need to be coordinated with me – don't make your own policies. Some examples of policies with legal implications include fees taken from students, budget, and financial policies, which are risky. Procurement activities for services and capital should not be arbitrary.." (S1-DP051020).

Consistency between values/principles and behavior

Consistency is consequently observed in actions that align with one's values and principles. Consistency is seen when a person behaves by the values and principles of their life. As in the interview excerpt below, the participant acts according to the values and principles they believe.

"... there are contractors who will give money, I refuse, I have shown this, I'm simple, I don't have anything, I refuse, doesn't mean I have much money..." (S5-K191120)

"I never demand something, that's what my parents said, to not expect something in return for what you do, work is work, the reward will follow... that's why I never asked for something I shouldn't ask for, whether it's from someone within or outside my work institution ..." (S1-K051020).

Being Fair

Being fair means behaving reasonably and equally for others. Decisions are considered fair if made objectively based on transparent principles or facts without evidence of unfair bias. The results of interviews with the participants show that public officials make fair decisions.

"I assign officials not based on likes or dislikes but on their competence and integrity"(S1-051020).

"We have to be willing to serve regardless of who, regardless of how much that person gives. What is clear is that when the requirements are complete, we process them according to the procedure..."(S3-K171120).

Have Moral Courage

Moral courage is defined as the values, beliefs, and principles displayed and voiced appropriately with an assertive attitude.

"...we have often said in meeting forums that there are still violations, so I explicitly say that for civil servants, we will not give jobs, we will not give jobs, so there is plenty of time to learn to evaluate themselves. For contract workers, we fire them. In my opinion, these rewards and punishments are more effective. By the rules, they already know everything." (S3-KM171120).

"...the education office has a big budget, related to the procurement of uniforms and books, ...indeed it goes back to our integrity. Some people don't understand that, so they sometimes misuse or take some part of that budget for their personal gain. I've tried to warn them. If I've already warned them once or twice with no success, I will transfer them to a different unit with less budget." (S1-MU051020).

Being a Role Model for Subordinates

The results of the interview show that the participant provided direction regarding work values and behavior as well as examples of work behavior to subordinates, as quoted below:

"...As an official, I have to give color. At least I must set an example for my subordinates: work hard, stop thinking about stuff, work overtime every day..."(S4-C171120).

"… It is said to have integrity when the public official has started to set an example. Integrity means that I do my job properly,….and that task must be completed." (S5-C191120).

"… as in the Civil Service Police Unit, we need a figure who truly serves as an example, before we give orders to patrol a certain location, we must be at that location and know in advance the situation that occurs in that place so that when we give orders, members will be ready and can immediately go to the location" (S2-C051020).

Not Abusing Position or Authority

The participants convey that integrity also means not abusing their position or authority for personal or other parties' gain, as in the sentence below:

"*Since the benchmark of our professional performance is integrity, (through) how we care for the community, how to serve the community well, and discipline ourselves; it means we shouldn't accept anything improper. For example, serving the community while expecting to gain something in return from them (S3-DP171120)*

"*So officials should be like this. For example, I have a younger brother who works as a consultant, he hasn't gotten a job, but I don't give him a job because I have to set an example for my subordinates, so they don't take advantage of their position…" (S5-C191120).*

Internal Factors That Strengthen Integrity

Internal factors that strengthen integrity are social-oriented terminal value; moral-oriented instrument value; competency-oriented instrument value; self-awareness as a public servant; simple lifestyle; change motivation; learning motivation, and achievement motivation.

Social-Oriented Terminal Value

Terminal values refer to the goals that a person wants to achieve in his life. Participants carry out their duties as public officials and have a social-oriented terminal value. In other words, they think about the benefit and welfare of the community and what work programs or projects can benefit the community, as quoted in the following interview:

" *My Father advised me to live in the world, to be useful to others. If we enter the government as public servants, we will be more useful to society, making this our added value. My concept is to help people. The point is that working in the government is service, first what can I serve for others, secondly what can be useful from the office where I work related to duties and functions for the people of Gresik Regency*" (S4-NT171120)

"*I work at the Public Works Department, I budget for bridges, there are benefits to increasing the economy... the benefits can be assessed, there are two benefits, namely those that can be assessed and those that cannot be assessed, the benefits that cannot be assessed are social benefits, the social benefits are large, people can study, they can trade, it's social...in the end, the economy can grow....*"(S5-NT191120).

Moral-Oriented Instrument Value

To achieve the goal of realizing the benefit and welfare of the community, participants carried out a pattern of behavior based on moral values originating from the teachings of Islam. Islam teaches about good morals / commendable morals, including honesty, sincerity, establishing friendship and cooperation, and giving to others. As quoted from the interview below:

"*We are the Ummah of the Prophet Muhammad. It has been explained that the critical thing is morality. It is this morality that must be changed. It's useless that people are smart, but their morals are not good*

because if someone has good character, good attitude, good behavior then the community will also judge them as a good person "(S1-NM051020)

"...I have to involve many people, the concept is that we work together, I am the boss with my subordinates, or I am with other cations, and so on, when done together, the output we produced will be much greater" (S4-NM171120)

"I am grateful to my parents... the education at Madrasah that forged me in religious life, which provided the foundation for my life so far, even though it was only at the Madrasah Ibtidaiyah, it guided my life to the present age. My father's advice is we must do a lot, not only rhetorically, but we must work our best and to never forget to pray" (S3-NP171120).

Competency-Oriented Instrument Value

Based on the excerpts from the interviews below, the participant assesses the importance of studying to increase insight and logical and intellectual thinking skills so that they have competence in carrying out their duties.

"...I work in the government, so I took a master's degree in financial management related to the budget,...if we budget for an activity, of course, the budget can be judged to be useful or not for development. What is that? It's not like that. If we budget without having a purpose, what are the benefits? Maybe it's wrong...."(S5-NK191120)

"I am more principled that we are believers, Allah SWT. It will raise the degree of pious and knowledgeable people, that is the basis of my life ... I entered the Master of Management study program at Kadiri University in 2003 ...."(S2- NK061020).

"My father is a farm laborer, but my father never asked me to help with his work. My father always told me to study and go to school" (S2-061020).

Self-Awareness as a Public Servant

Self-awareness as a public servant is an internal factor that strengthens integrity, as quoted from the following interview:

"The factor from within that strengthens integrity is awareness, awareness of ourselves that we are public servants, that is the underlying factor, what we must realize is that we are servants, not the one being served" (S3-KD171120).

"The concept is to help people. The point is that working in government is to be of service. Firstly, what can I do for others? Secondly, what is something – as part of my duties and functions at the office – could be useful for the people of Gresik Regency" (S4-NT171120).

Simple Lifestyle

This simple lifestyle is based on the belief in Islam that Allah SWT is the giver of fortune and has arranged the fortune of each of His servants. As an implication, we try to achieve fortune in a way that can be justified according to religious and legal norms, as quoted from the interview below:

"We as local government officials and public servants must be prepared to live a simple life, that's the key. But if we're not ready to live a simple life…The important thing is that we have tried to have nothing. What is important is that we comply (with the norm/regulation), hopefully, Allah SWT can give fortune, our sons can graduate from school, and when there is a need, we can still handle it" (S5-HS191120).

Change Motivation

Participants are motivated to change the work environment because unfavorable systems and work behavior exist. The motivation to make changes in the work environment was seen across participants. The purpose of the change was to create a better situation than before, both related to changes in mindset, attitude, and work behavior, as quoted below:

"Before this, I worked nine years at BUMN on projects around Indonesia. While working as a civil servant, I saw my work colleagues' performance at the office. I noticed their work style was not good, and I wanted to change that… I start by changing myself first…." (S4-MP171120).

"…firstly, changing our mindset is not easy. For example, people used to work without many rules like now, before, it was just normal, it doesn't have to be driven by very high performance,…secondly, back then, we were still allowed to ask for something like fees for transportation and food from the community we serve, but now this is not allowed, this habit needs to be changed." (S3-MP171120).

Learning Motivation

Motivation to learn is not only manifested in continuing studies to the postgraduate level. It is also shown from independently trying to gain knowledge from parties who are competent in their fields to solve problems that arise at work and to improve the quality of work, as quoted below:

"... from that challenge, I finally bought college books and books from my work experience. I continued to study them... finally, I learned the basics of the field. I then have a principle; people usually say experience in the field is more important than the theory... that's a misnomer. In reality, we face problems in the field that require us to return to the theory." (S5-MB191120).

"...we invite resource persons from the inspectorate (and) from the prosecutor's office to provide information so that it is clear what is allowed and what is not. That way, we can work without hesitation, so our products and services can be accounted for."(S3-MB171120).

Achievement Motivation.

Achievement motivation means one is motivated to achieve goals, persevere, overcome obstacles, fulfill commitments, and maintain or exceed expectations and performance standards. The following interview excerpts show the performance achievements:

"....that the supporting data for housing must be correct, then the implementation related to planning, data collection, monitoring, supervision and control, I compiled in a concept. This concept has received an award in Gresik Regency, so this is the first time …"(S4-MP171120).

"This includes how we empower the community to maintain order and security in the context of regional head elections, which previously had successful legislative, the village head, and presidential elections. Welcoming this regional head election is also our responsibility" (S2-MP061020).

Discussion

Meaning of Integrity

Findings from this study reveal eight meanings of integrity based on the perspective of public officials. Five of the eight meanings of integrity include carrying out duties and obligations by truly showing commitment and hard work in carrying out tasks, being honest, having consistency between values and behavior, having self-discipline by complying with procedures and rules, having moral courage, and being fair. This finding is in line with the research by Barnard et al. (2008).

Integrity is also defined as the consistency of words and actions (Simons, 2002, 1999; Huse,1998; Palanski, 2007; Martin, 2013). The consistency between words and actions is also reflected in the participants' statements that they always provide direction regarding positive work values and

attitudes to subordinates. More than that, participants provide examples of work behavior in accordance with the directions given to subordinates.

Six et al. (2007, 2008) explain that there are three criteria to assess the integrity of leaders in organizations: law, code of ethics, and informal moral norms and values. All participants stated they were concerned about carrying out their duties as public officials and used the government's code of ethics and regulations as a guideline.

Participants viewed integrity as being expressed through not abusing their authority for personal or specific group benefit. Public officials' integrity is tied to how their behavior and decisions must be made for legally valid reasons (Cooper et al., 2005). Weinreb (2003) also explained that there are at least three indicators of the integrity of public officials: not being involved in corruption, not accepting bribery to conduct specific action, and not obtaining personal benefit from conflicts of interest which are generally criminal acts or actions that can be sanctioned.

Integrity Strengthening Internal Factors

As explained by Rokeach (1979) that personal values shape individual behavior. The new findings in this study indicate that there is also such a thing as social-oriented terminal value. Social-oriented terminal value is reflected in how participants think about the benefit and welfare of the community when conducting their duties. They would also consider what work programs or projects can benefit the community.

Personal Value

Rokeach (1973) explains that personal value is a belief that functions as a standard that directs decisions, moral judgments, evaluations, and social actions. Participants have personal values that underlie their attitudes and behavior. The study results found that public officials tried to think of work programs or projects that could benefit the community if they were to be implemented. This shows that they have a social-oriented terminal value. Rokeach (1973) explains that terminal value refers to the final goal/condition someone wants to achieve, which is directed/prioritized to

social/community interests. If officials have a social orientation, they are expected to place the interests of society above personal interests so that they do not take actions that are oriented towards personal gain.

Participants carried out patterns of behavior based on moral values originating from the teachings of Islam to achieve their goals, namely emphasizing the importance of good morals, honesty, sincerity, establishing friendship and cooperation, and giving to others. This is in line with the results of Zarghamifard & Fard's research (2019) which was conducted on 30 public officials in Iran. Their research found that personal values derived from Islamic teachings emphasize truth, honesty, respect for the rights of others, and upholding human moral principles, trust, and responsibility support the formation of integrity behavior. Based on these two studies, it can be concluded that the value of morally oriented instrument value originating from the teachings of Islam is a factor that strengthens the integrity of public officials.

Participants also realized that it is necessary to have proper skills and intellectual knowledge to benefit society. Rokeach (1973) mentions the value of a competency-oriented value. In addition to the value of a moral-oriented value, we also found that competency-oriented value strengthens integrity. This is one of the novel findings from this research.

Another new finding is that public officials' self-awareness contributes to reinforcing integrity. Spears (2002) explains that a servant leader is a leader who prioritizes service, starting with the natural feeling of someone who wants to serve and to put service first. Furthermore, this choice brings aspirations and encouragement to lead others. Kaloh (2014) explains that public officials must focus on developing government organizations to be more efficient in serving the public interest, responsive and sensitive to everything society expects.

The participants stated that having a simple lifestyle can be a factor that strengthens integrity. This means that they are satisfied with their salary as civil servants and try to regulate their lifestyle according to their salary. This simple lifestyle is based on the belief in Islam that Allah is the giver of fortune and has arranged the fortune of each of His servants. As an implication, Individuals try to

achieve fortunate in a way that is justified according to religious and legal norms, making it harder for them to be tempted to abuse authority for personal gain. These findings align with Putri and Nihayah's research (2017), which proved that the more a person adopts a luxury lifestyle, the less likely they are to have anti-corruption behavior (ʒ=-0.376; p=0.000). Meanwhile, Sartika & Hudaniah's research (2018) found a positive relationship between a hedonic lifestyle and corruption intentions.

This study found that the participant has a solid motivation to make changes, learning motivation, and achievement motivation. Individuals with change and learning motivation support each other to achieve work performance within the scope of the work unit they lead. The purpose of the change is intended to create better conditions than before, related to changes in mindset, attitude, and work behavior, as well as in technical terms of work implementation. This finding corroborates the research results by Barnar et al. (2008), who found that a person's inner drive affects their integrity. Inner drive conceptualizes one's needs, aspirations, desires, and goals. Motivation for achievement, progress, and hard work is an inner drive that underlies one's integrity.

The integrity of public officials is a topic that has relatively not been studied much, so the novelty is an advantage of this research. The research participants seemed enthusiastic, open, and appreciative based on all the explanations they conveyed. Their statements are a reflection of themselves. There are several limitations in this study. First, only six out of 10 recommended people were involved in this study. Second, our research has not explored in depth the types of dilemmatic situations that could test public officials' integrity. Lastly, we have not explored the external factors from organizations and society.

Conclusion

There are several lessons learned from our findings. First, the meaning of integrity from the perspective of public officials is more comprehensive when compared with the integrity indicators expected of echelon II public officials as regulation of the minister of state apparatus empowerment and bureaucratic reform of the Republic of Indonesia Number 38 of 2017 about state civil

apparatus position competence standards. Second, based on the perspective of public officials, integrity is manifested in various ethical behaviors: carrying out duties and responsibilities seriously, being honest while carrying out tasks, having self-discipline by complying with procedures and regulations, having consistency between principles and behavior, being fair, having moral courage, being a role model for subordinates, and not abusing position for personal gain. Third, several internal characteristics of public officials strengthen integrity, including social-oriented terminal value, moral-oriented instrument value, competency-oriented instrument value, self-awareness as a public servant, simple lifestyle, change motivation, learning motivation, and achievement motivation.

In the context of assessing the personal performance of public officials, there is something to note. First, the integrity of public officials is the main determinant of the performance of public officials in providing services to the community. Second, it is not enough to assess the integrity of public officials based solely on indications of not committing corruption, not abusing power and not committing any form of violation of the law, but it is important to assess indicators of integrity such as carrying out duties and responsibilities seriously, being honest while carrying out tasks, having consistency between principles and behavior, being fair, having moral courage, being a role model for subordinates.Third, socially oriented personal values, morals and competence, style simple living, motivation for change, motivation for learning and achievement motivation can be used as predictors of the integrity of candidates for public office.

This study found that there are multiple meanings of integrity, which are manifested in carrying out their duties as public officials, so that this research contributes to the field of psychometrics, namely as knowledge for developing instruments to measure the integrity of public officials. Meanwhile in the field of public administration, this study contribute to the importance of understanding and awareness of public officials as public servants as integrity strengthening factors.Therefore, to strengthen the integrity of public officials, efforts are needed to increase understanding and awareness as well as implementation as public servants for public officials.

References

Audi,R. & Murphy, P.E.(2006).The many faces of integrity. *Business Ethics Quarterly,16*(1), 3-21.Doi: https://doi.org /10.5840/ beq20061615

Bauman,D.(2011). *Integrity, identity, and why moral exemplars do what is right.* A dissertation. The graduate school of arts and sciences of Washington University.

Bauman (2013).Leadership and three faces of integrity. *The Leadership Quarterly 24.* 414 –426. Doi :10.1016/j.leaqua.2013.01.005

Barnar,A., Schurink, W. & Beer, M.D. (2008). A conceptual framework of integrity. *SA Journal of Industrial Psychology, 34* (2), 40–49. http://www.sajip.co.za.

Badarocco, J. L., & Ellsworth, R. R. (1992). Leadership, integrity and conflict management. *Decision, 30*(6),29-34.https://doi.org/10.1108/ EUM0000000 001204

Bews, N.F., & Rossouw, G. J. (2002). A role for business ethics in facilitating trustworthiness. *Journal of Business Ethics, 39,* 377–390, 2002. Doi: https://doi.org/10.1023/A:1019700704414

Butler, G. G. L. (2001). Some *Personal Reflections on Integrity.* Purdue University Press West Lafayette, Indiana.

Becker, T. E. (1998). Integrity in organizations: Beyond honesty and conscientiousness. *Academy of Management Review, 23*(1), 154-161. https://doi.org/10.5465/amr.1998.192969

Carter, S. (1996). *Integrity.* New York: Basic Books, a division of Harper Collins Publishers.

Du Toit,D.(2015) The development of an ethical integrity test. Thesis presented in partial fulfilment of the requirements for the degree of Master of Commerce in the Faculty of Economic and Management Sciences. Stellenbosch University https://scholar.sun.ac.za

Gentry, W.A., Cullen, K. L., Sosik, J. J., Chun, J. U., Leupold, C. R., & Tonidandel, S. (2013). Integrity's place among the character strengths of middle-level managers and top-level executives. *The Leadership Quarterly 24* (2013) 395–404. https://doi.org/10.1016/j.leaqua.2012.

Halfon, M. S. (1992) Integrity: A Philosophical Inquiry.*The Philosophical Review,101*(2), 243-253. Doi:10.2307/2215947.

Huberts, Kaptein A & Lasthuizen (2007) Study of the impact of three leadership styles on integrity violations committed by police officers policing. *An International Journal of Police Strategies & Management, 30,*(4) 587 – 607. doi.org/10.1108/13639510710833884

Huse,F.M.,(1998).The role of integrity in organizational leadership: a case study based on kweisi mfume as heard through his voice and the voices of important others. UMI Microform 9913314 Copyright 1999, by UMI Company.

Ingerson, M. (2014). *Integrity matters: Construction and validation of an instrument to assess ethical integrity as an attitudinal phenomenon.* All Theses and Dissertations. 5491.https://scholarsarchive.byu.edu/etd/5491.

Kaloh,J.(2014). *Regional head leadership, activity patterns, power and behavior of regional heads in the implementation of regional autonomy.* Jakarta: Sinar Grafika

Kaptein, M.(2003). Business ethics in the Netherlands: a survey business ethics. *An European Review, 12*(2) April 2003. https://doi.org/10.1111/1467-8608.00316.

Koehn,D.(2005) Integrity as a business asset. *Journal of Business Ethics, 58*, 125–136.https://doi.org/10.1007/s10551-005-1391-x.

Kolthoff, E., Raymond, W. Cox, III., & Johnson, T. (2009). *Measuring Integrity a Dutch- American comparative project in ethics and integrity in public administration: concepts and cases*. Edited by Raymond W. Cox III. M.E.Sharpe Armonk, New York London, England.

Kirkpatrick, S., A., & Edwin, L. A. (1991). Leadership: Do traits matter? *The Executive, 5*(2), 124-134. Doi:10.1007/978-3-540-70818-6_9

Lasthuizen, K., Huberts,L. & Heres, L (2011). How to measure integrity violations: towards a validated typology of unethical behavior. *Public Management Review, 13*(3) (2011) 383–408. https://doi.org/10.1080/14719 037.2011.553267.

Langdridge, D.(2007). *Phenomenological psychology: Theory, research and method*. Pearson Education Limited.

Moustakas, C. (1994). *Phenomenological research methods*. London: Sage

McFall, L. (1987). Integrity. *Ethics, 98*, 5-20. https://doi.org/10.1086/292912

Mudrack, P.E.(2006). Moral reasoning and personality traits. *Psychological Reports, 98*(3), 89-98. https://doi.org/10.2466/pr0.98.3.689-698

Molina, A.D. (2018). Systems approach to managing organizational integrity risks: Lessons from the 2014 veterans affairs waitlist scandal. *American Review of Public Administration, 5,* 1–14. https://doi.org/10.1177/0275074018755006

Molina,A.D. (2016). *Ten recommendations for managing organizational integrity risks*. IBM Center for The Business of Government.

Martin, G. S. (2013).The meaning of leader integrity: A comparative study across Anglo, Asian, and Germanic cultures. *The Leadership Quarterly, 24*. 445–46.https://doi.org/10.1016/j.leaqua. 2013.02.004

Palanski, M. E. & Yammarino, F. J. (2007). Integrity and leadership: Clearing the conceptual confusion. *European Management Journal, 25*(3), pp. 171–184. DOI: 10.1016/j.emj.2007.04.00

Peterson, C., & Seligman, M. E. P. (2004). *Character strengths and virtues: A handbook and classification*. New York: Oxford University Press and Washington, DC: American Psychological Association.

Posner, B., & W. Schmidt (1987). Managerial values across functions: A source of organizational problems. *Group and Organization Studies, 12*(4): 373-385 1987.

Putri, D. A. & Nihayah, Z.(2017).The effect of moral integrity, lifestyle and organizational culture on anti-corruption intention.*Tazkiya Journal of Psychology, 22*(2), 56-67.

Robinson, S.(2016). *The practice of integrity in business*. Macmillan Publishers Ltd. London.

Sartika,Y.D., & Hudaniah (2018). Gaya hidup hedonis dan intensi korupsi pada mahasiswa penguruslembaga intra kampus. *Jurnal Ilmiah Psikologi Terapan, 6* (2), 128-135.
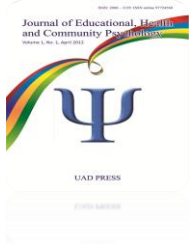
Spears, Larry. (2002). Character and servant leadership: Ten characteristics of effective, caring leaders. *The Journal of Virtues & Leadership*.

Six, F. E., De Bakker, F. G. A., & Huberts, L. W. J. C. (2007). Judging a corporate leader's integrity: An illustrated three-component model. *European Management Journal, 25*(3), 185–194. ttps://doi.org/10.1016/j.emj.2007.04.003

Schöttl,L (2015). *The concept of moral integrity and its implications for business*. KICG – Forschungspapiere Nr. 9. ISSN 2198-4913

Trevino, L. K., Hartman, L.P. & Brown, M. (2000). Moral person and moral manager: How executives develop a reputation for ethical leadership. *California Management Review, 42*(4), 78-85. https://doi.org/10.2307/41166057

Weinreb, L.(2003). Integrity in government. *Fordham Law Review, 72*, 56-68.

Zarghamifard, M., & Danaeefard, H. (2019). What drives leader integrity? *International Journal of Business Governance and Ethics (IJBGE), 14*(1), 235-245.