Influence of Ethics and Integrity in Peruvian Managers' Leadership Styles: A Doctoral Research Proposal

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Abstract

Scientific interest in the leadership process has increasingly paid attention to the issues of ethics and integrity. Communities served by leaders are demanding a more ethical and inclusive leadership style. The purpose of this research proposal is to examine the relationship between ethics orientations and integrity types, as independent variables, and Peruvian managers' leadership styles, as the dependent variable. The research method involves a literature review of leadership theories, leadership styles, ethical orientations, and integrity types. The research model includes transformational, transactional, and laissez-faire leadership styles; deontological and teleological ethical orientations; and intelligence and moral integrity types. The study will use a quantitative approach with hypotheses related to the relationships between variables. The empirical examination will be applied to Peruvian managers. The psychometric instruments will be the Multifactor Leadership Questionnaire 5x—MLQ 5x (Bass & Avolio, 2004), Ethics Perspective Case Survey (Ampofo, 2004), Perceived Leader Integrity Scale—PLIS (Craig & Gustafson, 1998), and Aronson's Integrity Questionnaire (Aronson, 2003). Demographic information collected will be age, gender, educational level, and the number of years with the present company. Data analyses will include the use of statistical techniques such as the distribution of frequencies and descriptive statistics such as the median, mode, standard deviation, variance, Cronbach alpha, correlation, factorial analysis, scale of confidence, and multiple regressions. The software, namely, the Statistical Package for Social Sciences (SPSS v.15), and AMOS v.6 will be used. The research will test the relationships between deontological and teleological ethical orientations, intellectual and moral integrity types, and leadership styles.

Keywords: Leadership, Ethics, Integrity, Management, Values-based Leadership.

CHAPTER I: INTRODUCTION

The research proposed examines the degree and character of the relationships between ethics orientations, integrity types, and leadership styles among Peruvian managers. Leadership performance and recent scandals, such as Parmalat, Enron, and WorldCom, demonstrated a lack of ethical behavior and highlighted the importance and the effectiveness of ethics in business as well as the various effects of unethical leadership at the individual and corporate level. At the time, workplaces were changing fast. Organizations demanded that managers and leaders

be willing to adapt effectively, maintain high reputations and credibility levels, and take responsibility for their own ethical behavior because individual performance affects the communal good. Following these scandals, ethics and integrity became a research focus, and specifically the relationship between a contributive individual's prosperity and the collective good; the behavior and performance of leaders or their management styles were assumed to affect other people and corporations.

Prominent authors suggested that more examination to test the relationship between ethical orientations, integrity types, and leadership styles be conducted. Aronson (2003) recalled that in the last decade there has been both a collective and individual call for acknowledging the importance of improved ethics and moral attitudes in all fields of decision. Friedman (1970) has suggested that the orientation of the behavior of corporations does not consider the welfare of the consumers and society, and further, that this orientation has motivated the reaction of the scientific community to refocus its outlook on social responsibility. Wilson (1995) explored the relationship between capitalism and morality and found a correlation between allegiance and ethical behavior. Navran (1997) researched the relationship between ethical behavior and the effectiveness of leadership and postulated that leaders must establish standards for acceptable behavior. Werlin (2005) stated that the results of projects and anticorruption initiatives sponsored by World Bank between 1997 and 2002 in Third World countries have had only modest success. Werlin suggested that poverty in Third World countries had a tendency to maintain the status quo of a limited disposition to change.

Beu and Buckley (2004) emphasized that leaders with unethical practices can appear legitimate and have influence on the members of an organization. Bass and Steidlmeir (1999) suggested a distinction needs to be made between a leader's individual ethics and the ethics of a specific type of leadership. Brown, Treviño, and Harrison (2005) researched ethical leadership and suggested major research. Resick, Hanges, Marcus, Dickson, and Mitchelson (2006) explored approval of ethical leadership and commented that integrity is one of the components that characterizes ethical leadership. Lopez-Claros, Porter, and Schwab (2005) identified corruption as a factor contribtuting to competitive disadvantages when transacting business in Peru.

The global community has demanded more ethics and integrity in leadership performance and behavior; the proposed research is (1) a quantitative examination of the degree and character of the relationships between the deontological and teleological ethics orientations and intellectual and moral integrity types for the leadership styles evident among Peruvian managers, and (2) fill the gap between theoretical work and empirical validation by showing quantitative level of influence the ethical orientation and integrity types for the leadership styles.

Background of the Problem

The recurrent and incorrect use of power and influence are reasons that have motivated research into the relationships between integrity, ethics orientations, and leadership styles. Kouzes and Posner (1993) explored the relationship between credibility and leadership and found that public confidence in leaders, directors, and managers is weak due to recurrent public scandals. Den Harlog, House, Hanges, Ruiz-Quintanilla, Dorfman, and Associates (1999) investigated and concluded that cultures display a positive relationship to ethical leadership, but also concluded that behaviors that are considered unethical exist independent of the national culture.

Simons (1999) studied integral behavior as an ingredient of transformational leadership and found that a meaningful direct relationship between integrity and the ability to induce change exists. Storr (2004) and Yukl (2006) explored leadership in organizations and studied ethical leadership from the perspectives of national political leadership, local government, leadership of social movements, leadership of religious groups, leadership of communities, and leadership of non-profit organizations. These studies emphasized that a leaders' individual evaluation included criteria such as values, integrity, stages of moral development, conscious intentions, freedom of choice, acting ethically or unethically, and the types of influence used. As interest in ethics, integrity, and leadership styles grows, so too does the interest in studying the relationships between these criteria, and several authors have developed different models and suggested further research efforts.

Alimo-Metcalfe and Lawler (2001) commented that modern models of leadership that focus on individuals suppose that their market success is based on good human relationships and have found a strong, positive relationship to abilities, personal development, confidence, and the value of contributions. Simons (2002) found that the attribute of behavioral integrity was a fundamental standard in the performance of directors and leaders. Cialdini, Petrova, and Goldstein (2004) suggested that dishonest actions related to unlawful and criminal facts, accounting practices, the evasion of regulations, and transactions involving abusive security breaches have had a negative influence on the productivity and profitability of organizations and are made manifest through the degradation of companies' reputations, an increase in absenteeism, a decrease in labor satisfaction, an increase in the level of tension, the manifestation of depression and anxiety among employees, and a lack of trust on the part of employees. Canache and Allison (2005) studied perceptions of political corruption and concluded that citizens of Latin America should demand greater levels of integrity in their society.

Uhr (2005) suggested that auto-regulation is one of the consequences of collective professionalism. Gbadamosi

and Joubert (2005) studied ethical perceptions and moral behaviors and suggested that professionals not only have a responsibility to promote knowledge about ethics but also to foster an atmosphere of open debate with executives, employees, and educators.

Lee (2005) explored the relationship between human integrity in business, integrity in the public sector, and the emergence of national competition. Lee suggested the need for a new paradigm to fight corruption that would link the integrity of a business to the public sector. Alimo-Metcalfe and Alban-Metcalfe (2005a), in researching the roles of leaders, emphasized that change is a fact of organizational life and stated that some of the factors that have been intensively studied in the field of psychology include a belief in success, the acknowledgement of profits, the sensation of corruption, and the perception of social support. In addition, they commented that the notion of leadership involves change and that leadership theory must reflect the permanence and dynamism of the environment. These environmental patterns are oriented in people, tasks, situations, and contingencies. New patterns relate to the increase in magnitude, nature, and rank of change and emphasize both organizational and individual change and the necessity of adherence to ethical principles through performance with integrity.

Davis and Rothslein (2006) studied the effects of the perception of human integrity on directors' behavior and found a positive relationship between the perception of behavioral integrity and the subordinates' aptitudes. Yukl (2006) stated that ethical judgment involves the evaluation of an intention or intentions, the consistency of behaviors with moral standards, and the consequences to themselves and others. Davis and Rothslein (2006) further commented that ethical leadership involves personal integrity. They identified it as the main quality for effective leadership and listed it first in the cultural lists published by the *GLOBE Project*. These researchers studied integrity as a matter inherent to managerial practice and as associated with a best managerial performance.

The proposed quantitative study is designed to explore the relationships between leadership styles, ethics from deontological and teleological orientations, and integrity types. To date, neither local antecedents nor similar research in the scientific community has been evident; the findings and interpretations of the research may contribute to an understanding and examination of Peruvian managers' leadership styles.

Statement of the Problem

Managers and or leaders perceive ethical problems on decision-making process, and create diverse alternatives then consequences on style affected by deontological orientation or teleological orientation (Hunt, & Vasquez-Parraga, 1993), and level of sensitivity was related to personal characteristics (Singhapakdi, & Vitell, 1991)

such as moral character, and integrity (Williams & Murphy, 1990). Global communities are more sensitive to ethical misconduct, and they are demanding more ethical leadership performances from their leaders at both organizational and individual levels. Recent events in the global context, such as Parmalat and Enron, and the regional context, such as the Lucchetti case, suggest that public authorities can and are bribed. The Parmalat case revealed the deficiencies of rules of corporate governance that included legal system lacks (Segato, 2006). The Parmalat case affected to 36,000 employees because jobs were in danger at 139 plants and branches. Farmers in Brazil and Australia are still pending payment (Teall, 2006).

Enron was initiated in 1996 (Bealing & Baker, 2006) and the scandal was related to ethics, professional compliance, and powerful professionals (Murphy, 2006). Enron lost $90 billion in shareholder value in 24 days (Beggs & Dean, 2006). The fundamental cause of corporate failures is complex and has involved poor strategic decisions, over-expansion, poor risk management, and weak internal controls. Hamilton (2006) commented that the passing of legislation like the Sarbanes-Oxley Act will do little to prevent future failures and that sound ethics must to be demonstrated by the top managers. Other approaches related to the focus on increasing shareholder value and weaknesses in training and explorations about ethics issues (Knights & O'Leary, 2006).

Cagle and Baucus (2006) explored case studies about ethics scandals and found that the study and exploration of ethical issues influenced students' attitudes. Hunt and Vitell (1986) proposed an ethics model, and scholars, and researcher improved the original suggestion (Hunt & Vitell, 1993). The model was related to ethical decision making, and included linkages with others perspectives such as social contracts, moral intensity, religiosity, organizational commitment, Machiavellianism, strenght of moral character, cognitive moral development, and ethical sensitivity. The model proposed that the information processing rules was direct related to personal moral codes. The Hunt-Vitell ethics theory is consistent with other theories such as behavior, Fishbein and Ajzen (1975) model, and other where ethical issues are main issue. Hunt-Vitell model identified that the personal characteristics had significant influence on ethical aspects, and the individual believes, behaviour, moral character was important moderators. Integrity, perseverance, courage, compassion, fidelity and others virtues had an important function in developing moral character. Hunt and Vitell (2006) commented that the systematic research was related to sensitivity at different areas such as dentistry, professional counseling, accounting; and others studies were related to explorations between background variables, Machiavellianism, locus control; background factors, and ethical problem perception, perception of the alternatives; and experimental researches were related

to handle ethical problems at marketing area, ethical problems at public accounts with measuring the ethical.

To investigate the influence of ethics orientations and integrity on the leadership styles of Peruvian managers will contribute to the availability of the following information: (a) the constraints associated with levels of expected performance (Bass, Avolio, Jung, & Berson, 2003; Sankar, 2003); (b) the standards people look to toward to improve the interrelationships between the performance of the leader and others (Alban-Metcalfe & Alimo-Metcalfe 2000; Alimo-Metcalfe & Alban-Metcalfe 2002a, 2003, 2004; Eddy & VanDerLinden, 2006; Treviño, 1986); (c) the possibility for increasing motivation and job satisfaction and thereby improving the efficiency of work and members (Swanson, 2006; Treviño, Hartman, & Brown, 2000); (d) the use of power and ethical performance in the process of leadership (Ciulla, 2001, 2005; Emiliani & Stec, 2005; Jo Hatch, Kostera, & Kozminski, 2006); and (e) the action taken in order to shift toward a more ethical future (Brown et al., 2005; Kujala & Pietiläinen, 2006; McMahon & Harvey, 2006; Reidenbach & Robin, 1990; Simmons-Welburn & Welburn, 2006).

What stands out in the literature and research with respect to managers' performances is that it has a relevant role to play in leadership styles, ethics, and integrity. There is also agreement about the complexity level involved with respect to understanding an individual's history, patterns of thinking, and conviction to hold standards. Different authors examined leadership styles and linked leadership approaches with leaders' traits and behavioral perspectives and then linked these variables with contingency theory and path goal theory and organizational performance. Ethics researchers suggested that a manager's performance involves honest consideration linked to principles or outcomes, and ethical or unethical conduct have correlates to sustainable growth and management or leadership styles. Empirical studies about ethical leadership identified the determinants of leadership styles and integrity as a motivational leadership factor and the individual managers' capacity to focus or provide reasons for action in terms of self-control, knowledge, and principles and values.

Purpose of the Study

The purpose of the study is to examine the influence of ethics orientations and integrity types in leadership styles among Peruvian managers. Both locally and internationally, ethical behavior and integrity are recognized as highly significant topics for study in the area of leadership, interpersonal relationships, organizations, and society. An examination of the predominant ethical orientations in leadership will acknowledge both the results and the moral considerations of the actions, and these will be related to leadership that is focused on values

and good performance with respect to ethics (Alimo-Metcalfe & Alban-Metcalfe, 2005b, 2006; Aronson, 2003; Burns, 1979; Ciulla 2001, 2004a, 2004b, 2005; Conger, Kanungo, & Menon, 2000; Copeland Jr., 2005; Danley, 2006; House, Javidan, Hanges, & Dorfman, 2002; Hunt & Vasquez-Parraga, 1993; Kanungo & Mendonca, 2001; Parry & Proctor-Thomson, 2002; Treviño, 1986; Zablow, 2006), credibility, and reputation (Paladino, Debeljuh, & Del Bosco, 2005; Posner, 2001; Uhr, 2005; Wilson, 1995; Worden, 2003).

The research proposal examines the relationship between ethical orientations, integrity types, and leadership styles. The findings of the proposed research may be of benefit to followers, leaders, and corporations. The literature demonstrates that ethical behavior and integrity are relevant factors in leadership behavior, performance, and styles; moreover, leaders and managers' behavior has effects on both the individual and corporate levels and contributes to the creation of value and moral solvency in subordinates, shareholders, business partners, customers, and the public. The study may help managers to orientate personal and organizational efforts to create a better ethical environment, improve the recruitment of potential leaders and managers, and facilitate more responsible leadership styles with respect to subordinates and the community. The research will show how ethics orientation(s) and integrity types affect the leadership styles. The measuring the relationships between ethics orientation(s), integrity types, and leadership styles, this study will uncover how these individual relationships affect the leadership styles. Other organizational contributions could be the identifying the individual or corporate strategies and personal characteristics of leaders as based upon an ethical and integrity-type perspective.

Significance of the Problem

The completion of further research about the influence of ethics orientations and integrity types in leadership styles among Peruvian managers will not only represent a contribution to the examination and investigation of the process of leadership, but will also provide support for that field of research. The research measures will be orientated to examining the internal association between leadership styles and deontological and teleological ethical orientations. If the findings suggest ethical relevance and orientation in each leadership style's performance, examination of the relationship between integrity types and leadership styles will be used to indicate the involvement of knowledge of integrity or moral integrity in each leadership style's performance.

The examination will be based on a theoretical framework that suggests that the transformational leadership style involves a significant level of deontological ethics and demonstrates a moral integrity type; the transactional leadership style has significant levels of teleological ethics and an intellectual integrity type. In addition, this research will contribute to a better

understanding of the difficulties associated with defining and investigating how ethical processes are involved in leadership, how ethical conceptualizations are related to actual theories of leadership, and how the process of leadership can be affected by local culture. Further, these efforts will elucidate the difficulties and limitations of research pertaining to ethics, integrity, and leadership styles. The theoretical framework used to understand the leadership process, the findings and interpretations obtained using that framework, and the strategies and proposed actions that follow could provide a position from which to examine and improve upon the interrelationship between short-term actions and objectives, medium or long-term performance, and leadership that is focused upon securing the correct path towards a better quality of life for all (Treviño et al., 2000).

Nature of the Study

The nature of the study is tied to the quantitative paradigm used in research about the leadership process as suggested by the work of Alimo-Metcalfe (1998), Alimo-Metcalfe and Alban-Metcalfe (2003, 2004), Berson, Shamir, Avolio, and Popper (2001), Davis and Rothstein (2006), Hanges and Shteynberg (2004), Hunt and Vasquez-Parraga (1993), Kets de Vries, Vrignaud, and Florent-Treacy (2004), and Singer and Singer (2001), Werlin (2005). The quantitative paradigm has been used in the investigation of integrity types as a meaningful component of ethics in work performed by Abratt and Penman (2002), Aronson (2003), Bass and Steidlmeier (1999), Bazerman and Banaji (2004), Craig and Gustafson (1998), Dvir, Eden, Avolio, and Shamir (2002), Kanungo and Mendonca (2001), May and Pauli (2002), Peterson (2004), Parry and Proctor-Thomson (2002), and Thomas, Dickson, and Bliese (2001). Davis and Rothstein (2006) conducted investigations into the relationship between leadership styles, ethics orientations, and integrity types.

The foreseen purpose is exploratory because the focus is directed towards examining the deeper magnitude of the relationship between the leadership styles in a specific context as generated by perceptions of integrity, which is understood to be a representative component of people's ethics. The unit of analysis is composed of managers as a representation of leaders and followers who are involved in the leadership process. The methodology for this investigation is cross-sectional and the observations are related to groups of persons. The collection of data will be accomplished through the application of questionnaires that supply quantitative answers for the production of numerical data. The anticipated results will be generated from a form of basic research because the focus is related to producing a better understanding of the nature and magnitude of the relationships between leadership styles, ethical orientations, and perceptions of integrity types.

Research Questions

The process of leadership (Bennis, 2004) among other facets involves (a) personality (Bono & Judge, 2004), (b) cultural issues (Hofstede, 1980; House et al., 2002; Manning, 2003), (c) abilities, motivations, and job satisfaction (Bono & Judge, 2003), (d) charisma (House & Jacobsen, 2001), (e) communication and pragmatism (Mumford & Van Doorn, 2001), (f) interaction and adaptation (Marion & Uhl-Bien, 2001), (g) values and performance (Offermann, Hanges, & Day, 2001; Thomas et al., 2001), (h) moral reasoning (Turner, Barling, Epitropaki, Butcher, & Milner, 2002), (i) leadership styles and ethics (Aronson, 2001, 2003; Ciulla, 2001, 2004a, 2004b, 2005; Kanungo, 2001; Kanungo & Mendonca, 2001; Simons, 1999, 2002; Turner & Müller, 2005), and (j) integrity (Alimo-Metcalfe & Alban-Metcalfe 2005a, 2005b; Aronson, 2003; Collins, 2001; Craig & Gustafson, 1998; Davis & Rothstein, 2006; Gordon & Yukl, 2004; Peterson, 2004).

Leadership styles and ethics have been promoted by authors such as Kanungo and Mendonca (1996), Bass and Steidlmeier (1999), Masi and Cooke (2000), and Aronson (2003). Parry and Proctor-Thomson (2002) commented that ethics orientations and integrity types were relevant parts of leadership; they also suggested further research in order to comprehend more thoroughly this field of study. Eid, Johnsen, Brun, Laberg, Nyhus, and Larsson (2004) found a relationship between leadership styles and preparation. Chen, Beck, and Amos (2005) investigated the relationship between leadership styles and job satisfaction, attending to the relevance of the directors and leaders' understanding of their styles' effects on subordinates and followers' perceptions. They suggested relationships among leadership styles, job satisfaction, and motivation. The findings of the research cited above are the antecedents for the theoretical framework of the study of the influence of ethics orientations and integrity types in the leadership styles among Peruvian managers; the questions for the investigation are as follows:

1. How do ethics orientations and integrity types influence leadership styles?
2. How do ethics orientations influence the leadership styles?
3. How do integrity types influences leadership styles?

Hypotheses

Ethical orientations, integrity types, and leadership styles have gained the attention of prominent authors from the scientific community, and studying their influences of these variables on each other and the relationships between them demands a research model design. In total, 26 research hypotheses were identified. The research model adopted was Aronson's (2003) model, for which authorization was obtained.

The relationship between a deontological ethical orientation and leadership styles includes the principles of transformational, transactional, and laissez-faire styles of leadership. Authors such as Burns (1979) suggested that transformational leadership and transactional leadership were perspectives of the process of leadership. Kanungo and Mendonca (2001) researched and established that the internationalization of values and goals manifested as identification with the director or leader. Mendonca (2001) found that the director or leader was tied to the influence of values and morals. Aronson (2003) commented that behavior is orientated by principles and ethical rules and is influenced by leadership styles. Hood (2003) identified a positive relationship between ethical values and practices in directors and leaders' performances. Suazi (2003) emphasized that it was in the directors and leaders' best interests to support the ethical and social aspects of business strategies orientated towards competitiveness. Ampofo (2004) found congruency in behavior with values, service, competency and objectivity.

The hypotheses related to the deontological ethical orientation and leadership styles are the following:

4. A relationship exists between the deontological ethical orientation and the transformational leadership style.
5. A relationship exists between the deontological ethical orientation and the transactional leadership style.
6. A relationship exists between the deontological ethical orientation and the laissez-faire leadership style.

Aronson (2003) studied the connection between intellectual integrity and moral integrity and noted that the concepts were linked. Balotsky and Steingard (2006) explored teaching processes and found a relationship between learning about teaching business ethics and the intellectual input identified in the theories and patterns for making decisions.

The hypothesis identified is as follows:

7. A relationship exists between intellectual integrity and moral integrity in the deontological ethical orientation.

The relationship between intellectual integrity and leadership styles, such as transformational, transactional, and laissez-faire, include reasoning processes, government, decision making, and influence procedures. Conger and Kanungo (1998) studied the trait of charisma and leadership in organizations. Their research found that the elaboration and sharing of a vision involved reasoning and the participation of values. Denhardt (2002) explored the role of integrity and suggested that the relationship between efficiency and good government was guided by human integrity and responsibility. Aronson (2003) researched the relationship between ethics and leadership integrity and found a positive and strong relationship between leadership and intellectual integrity. Banaji, Bazerman, and Chugh (2003) wrote about unethical perceptions and suggested that decisions are influenced by prejudices and are biased towards interest groups. They suggested the identification of biases and conscious vigilance from the sources of influence. Tourigny, Dougan, Washbush, and Clements (2003) analyzed the components of executive integrity and commented that ethical behavior was not an easy task.

The hypotheses related to intellectual integrity and leadership styles are the following:

8. A relationship exists between intellectual integrity and the transformational leadership style in the deontological ethical orientation.
9. A relationship exists between intellectual integrity and the transactional leadership style in the deontological ethical orientation.
10. A relationship exits between intellectual integrity and the laissez-faire leadership style in the deontological ethical orientation.

The relationship between moral integrity and different leadership styles, such as transformational, transactional, and laissez-faire leadership, involve the influence process, the ethical dimension of leadership, and environmental influence. Conger and Kanungo (1998) explored the effects of charismatic leadership on organizations and found that the influence process had a significant role on strategic performance. Kanungo and Mendonca (1996) established that the directors and leaders' influence was tied to values. Denhardt (2002) commented that the actions of relationships within a good, efficient government were guided by integrity and responsibility.

Parry and Proctor-Thomson (2002) found a positive and solid relationship between human integrity and the effectiveness the leadership, as expressed through meaningful influence on the effectiveness of persons who were in lower positions of the organizational structure. Aronson (2003) demonstrated a meaningful relationship between job satisfaction and moral integrity and commented that moral integrity is a relevant component in directors and leaders' performances. Gardner (2003) commented that the perception of the integrity and efficiency of a leader was important evidence of the director or leaders' performance. Huang and Snell (2003) found that a moral environment is as influenced by social aspects as it is by reforms. Hood (2003) identified a positive relationship between ethical values and suggested that the practices of a director characterize the integrity of the directors and leaders. Pounder (2003) established that the perception of integrity was related to a high degree of congruence between a director or leader's words and actions.

The hypotheses related to moral integrity and leadership styles are the following:

11. A relationship exists between moral integrity and the transformational leadership style in the deontological ethical orientation.
12. A relationship exits between moral integrity and the transactional leadership style in the deontological ethical orientation.
13. A relationship exists between moral integrity and the laissez-faire leadership style in the deontological ethical orientation.

Leadership styles studies have included interrelations, recognition approaches, and perspectives of the leadership process, as well as innovative tendency and integrity. Graen and Cashman (1975) explored the leadership process in formal organizations and commented with respect to the interchanges generated among directors or leaders with subordinates or followers, that if the strength is low, it only just generates contracts, but when high, it generates compromise and mutual respect. Burns (1979) promoted transformational leadership and transactional leadership as perspectives in the process of leadership. Ahn, Adamson, and Dornbusch (2004) researched leadership processes and change processes and argued that due to constant change, the process of leadership demonstrated the paradox of group performance.

Sczesny, Bosak, Neff, and Schyns (2004) identified that gender had a relationship to perceptions of leadership. Leban and Zulauf (2004) and Lee and Chang (2006) established that innovation was related to inspirational motivation where values have an influence on performance. Turner and Müller (2005) commented that the functions of directors and leaders are related to the construction of relationships, moral perceptions, and persuasion. Davis and Rothstein (2006) found a strong, positive relationship between perceptions of integrity and the behavioral integrity of managers and employee attitudes such as work satisfaction, organizational commitment, and satisfaction in general.

The hypotheses linked to transformational, transactional, laissez-faire leadership styles are the following:

14. A relationship exists between the style of transformational leadership and the transactional leadership style in the deontological ethical orientation.
15. A relationship exists between the style of transactional leadership and the laissez-faire leadership style in the deontological ethical orientation.
16. A relationship exists between the transformational leadership style and the laissez-faire leadership style in the deontological ethical orientation.

The relationship between teleological ethical orientations and the leadership styles involves outcomes, methods, values, and training. Day (2001) studied leadership development and suggested with respect to the pattern of leadership that it was related to the social aspects of the directors or leaders and employees or followers. Aronson (2003) commented that ethics are directly linked to leadership styles. Argandoña (2004) found that actions directly related to personnel are sources of ethical effects. Bazerman and Banaji (2004) suggested that future directors and functionaries check the training that is given.

The hypotheses related to teleological ethical orientations and leadership styles are the following:

17. A relationship exists between a teleological ethical orientation and the transformational leadership style.
18. A relationship exists between the teleological ethical orientation and the transactional leadership style.
19. A relationship exists between the teleological ethical orientation and the laissez-faire leadership style.

The connection between intellectual and moral integrity in the teleological ethical orientation includes outcomes approach and reflection, and Aronson (2003) formulated the relationship between intellectual integrity and moral integrity in a director or leader's performance. Balotsky and Steingard (2006) commented on the relationship between learned ethics in business, intellectual input, and the experience of moral development identified with personal reflection and application to the job.

The hypothesis is therefore the following:

20. A relationship exists between intellectual integrity and moral integrity in the teleological ethical orientation.

The links between intellectual integrity and leadership styles in the teleological ethical orientation involve results, good practices, performance, and effectiveness. Denhardt (2002) suggested that the actions of relationships with efficiency in good government are guided by human integrity and responsibility. Aronson (2003) identified a positive and strong relationship between leadership and intellectual integrity. Gardner (2003) established that perceptions of a leader's human integrity and efficiency are important evidence of the director or leader's performance. Ampofo (2004) found a congruent relationship between values and objectivity. Parry and Proctor-Thomson (2002) identified a strong, positive relationship between integrity and the effectiveness of leadership that expresses a meaningful influence on the effectiveness of people who are in lower positions within an organizational structure.

The hypotheses related to intellectual integrity and leadership styles in teleological ethical orientation are the following:

21. A relationship exists between intellectual integrity and the transformational leadership style in the teleological ethical orientation.
22. A relationship exists between intellectual integrity and

the transactional leadership style in the teleological ethical orientation.

23. A relationship exists between intellectual integrity and the laissez-faire leadership style in the teleological ethical orientation.

The associations between moral integrity and leadership styles in the teleological ethical orientation involve the influence process, effectiveness, job satisfaction, and performance. Kanungo and Mendonca (1996) explored the relationship between ethics and leadership and established that the influence of directors and leaders is related to values. Parry and Proctor-Thomson (2002) studied relationships between integrity, the transformational leadership style, and the organizational environment and found a positive, solid relationship between human integrity and the effectiveness of leadership as expressed through a meaningful influence on other people's effectiveness. Aronson (2003) demonstrated a meaningful relationship between job satisfaction and moral integrity, commenting that it is a relevant component of directors or leaders' performances. Gardner (2003) suggested that the perception of a leader's integrity and efficiency was important evidence of the director or leader's performance. Pounder (2003) commented that the perception of integrity is related the degree of congruence between a director's or leader's words and his or her actions. The hypotheses related to moral integrity and leadership styles in teleological ethical orientation are the following:

24. A relationship exists between moral integrity and the transformational leadership style in the teleological ethical orientation.
25. A relationship exists between moral integrity and the transactional leadership style in the teleological ethical orientation.
26. A relationship exists between moral integrity and the laissez-faire leadership style in the teleological ethical orientation.

The relationship between leadership styles and the teleological ethical orientation involves moral standards, responses, motivation, relationships, performance, and cooperation. Bass (1985, 2000) suggested that idealized influence was related to a high standard of moral and ethical behavior. Goodwin, Wofford, and Boyd (2000) confirmed a relationship between positive feedback and transformational leadership and a relationship between negative feedback and transactional leadership. Parry and Proctor-Thomson (2002) identified positive relationships between transformational leadership and directors or leaders' morals, points of view, and personal motivations. Felfe, Tartler, and Liepmann (2004) identified that transformational leadership has a negative link to absenteeism and bad humor. Leban and Zulauf (2004) and Turner and Müller (2005) commented that the functions of directors and leaders were tied to the construction of relationships, moral perceptions, and persuasion. Lee and Chang (2006) found that innovation was related to inspirational motivation where values have an influence on performance, and Lee and Chang identified that leadership was oriented towards achieving goals such as obtaining trust and cooperation.

The hypotheses are the following:

27. A relationship exists between the transformational leadership style and the transactional leadership style in the teleological ethical orientation.
28. A relationship exists between transactional leadership and the laissez-faire leadership style in the teleological ethical orientation.
29. A relationship exists between transformational leadership and the laissez-faire leadership style in the teleological ethical orientation.

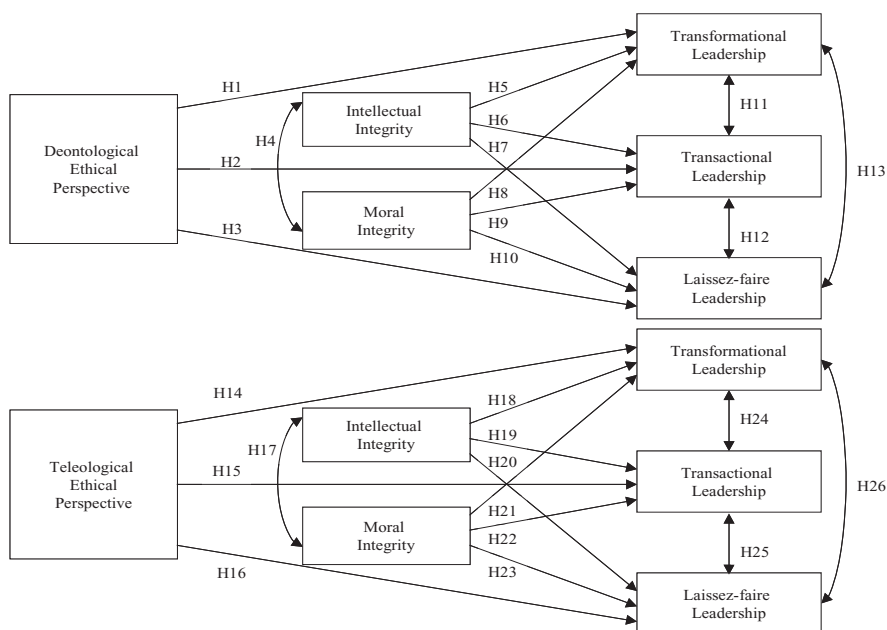The research model that guided the study is show in Figure 1.

Figure 1. Hypothesized relationships: Influence of ethics orientations and intellectual and moral integrity types among leadership styles

Theoretical Framework

Küng (1997) explored the role of ethics into globalization age, and argued:

"…that strong and effective leadership does not have to do only with actions and strategies but also with attitude, character and personality. It needs to be personal leadership with both the head and the heart. Now attitude, character and personality at the same time also have to do with integrity, morality and ethos! Not just ethics = theory, but ethos = attitude, inner moral attitude. And ethos has to do with value orientations, patterns of interpretation and criteria for action…" (p.27)

Küng enfatized the strategic relevance of the business culture because included the values, personality, character, criteria, norms and modes of behaviour of executives and their colleagues in a business. Aronson (2003) suggested that there is an increased demand for performance in ethical behavior and that leaders must obtain the allegiance and trust of followers and employees. It was also recommended that action be taken to express concern about ethical behavior in organizations and facilitate a way to achieve high levels of effectiveness from members and the organization. In addition, these actions must be related to the values and principles of moral behavior in order to have a positive influence on the internal and external contexts of everyone involved. A leader's effectiveness has a relationship to the kind of enterprises, leadership styles, and ethical values, but the literature also emphasized that leadership supposes the successful use of effective morals. Treviño et al. (2000) proposed that ethical leadership needs to develop a reputation. A reputation is obtained through implementing ethical activities and these activities being perceived as ethical by the members of the organization. The directors have a meaningful role that involves engaging in ethical behavior, ethical communicating about values, using systems to recognize values and standards of behavior, and knowing the personal dimension; the latter consists of the director understanding who he or she is, what he or she does, what decisions he or she makes in terms of respect for others, and which of his or her results relate to confidence, agreements, and allegiance.

Abratt and Penman (2002) performed research about the factors that affect ethical behavior. They indicated that sex and age were meaningful factors but personal and moral values influenced ethical or unethical actions. Sims and Brinkman (2002) reported that ethical leadership starts at the highest level(s) in the organizational structure and in promoting research of ethics, suggested investigation into the significance of relationships among leadership styles and organizational climates, ethical or unethical leaders' informative reach, the teaching of corporate ethics, and the matter of research initiated as a reaction to scandals.

Academic research has also shown an interest in the direction of moral aspects, concluding that moral strength is related directly to intentions. Also suggested was that training programs must include discussion of ethical topics and evaluation of the consequences and effects of probable occurrences. It was further suggested that directors and leaders obtain consensus for ethical action in the organization and in society (May & Pauli, 2002). Ahn et al. (2004) studied change as a permanent characteristic of relationships in the leadership process and found that highest levels of effectiveness are demanded and permanent adaptation expected with changes that relate to the organizational structure, culture, and the style of personal interaction.

Mumford, Zaccaro, Johnson, Diana, Gilbert, and Threlfall (2000) suggested that organizations need different types of leadership and leaders. Worden (2003) explored the role of the integrity as a mediator in strategic leadership and commented that human integrity contributes to the mission and strategic planning of objectives and is also an instrument of leader effectiveness. Storr (2004) performed a qualitative investigation into the relationship between leadership and human integrity; the research suggested that integrity is a predictor of labor performance, a determinant of behavior, the center of confidence, and the main characteristic of a leader's effectiveness and organizational success. The findings suggested a positive correlation between integrity and ethical leadership. Tenbrunsel (2007) commented efforts to examine ethical implications on business environment, and commented that whatever the perspective the suggestion was invigorate and motivate new theoretical and empirical research in business ethics. Loviscky, Treviño, and Jacobs (2007) explored the rekindled interes in the moral judgment of leaders, and proposed scenarios to evaluated ethics, managerial and leader behavour, and suggested that more investigation related to activation of norms and values, moral intensity of issues. Beschorner and Müller (2007) researcher the changing conditions of doing business and focused on governance mechanisms, process of adherence oriented to promote a good society, and commented that is necessary the public, private, and individual behavior in order to implement social, inclusive and reflexive performance. Gini (2004, pp. 15) wrote "leadership like ethics and trust do exist as body of knowledge; but they only truly exist when practiced face to face" and recommended examine, learn, do, teach, and more research. Sankar (2003) researched the relationship between the character as critical variable of the leadership, and suggested relevant influence in vision, goals, strategies, behaviours, and integrity as core values.

Academic investigations about leadership, ethics, and integrity have attracted a great deal of attention and have verified that a demand exists for reform in the ethical performance of persons, enterprises, communities and society, given the social nature of leadership and ethics. This demand relies on the interaction between people and the subsequent effects upon them. It also necessitates the development of investigations about the influence of

ethics orientations and integrity in the leadership styles of Peruvian managers; such an examination could test theoretical relationships, identify the degree and character of the relationships suggested in the literature, and attempt to measure ethical orientations and integrity types among managers in a Peruvian context.

Assumptions

The research and analysis will be conducted at the individual level on individual behaviors. The study and exploration have a behavioral focus with respect to the investigation of leadership relationships. The units of analysis are directors, leaders, and supervisors and employees, subordinates, and followers who fulfill the following criteria: they hold a university degree, hold a directive organizational position, are team-work encharged, have directive experience, and are studying in a postgraduate business program at CENTRUM of the Pontificia Universidad Católica del Perú.

Limitations

The following limitations for the research are noted:

30. The research assumes truthfulness on the part of the interviewers and interviewees.
31. The study explores the strength between leadership, ethics, and integrity.
32. The investigation is related to business postgraduate students at CENTRUM of the Universidad Católica del Perú.
33. The validity of the exploration is limited by the reliability of the Multifactor Leadership Questionnaire (MLQ-5x), constructed by Bass and Avolio (2004); the Perceived Leader Integrity Scale (PLIS), constructed by Craig and Gustafson (1998), and Aronson's Integrity Questionnaire (Aronson, 2003); Hunt and Vasquez-Parraga Ethical Orientation case survey (Hunt & Vasquez-Parraga, 1993).

Delimitations

This study will be limited to verifying, with a quantitative paradigm, the influence of ethics orientations and integrity types in the leadership styles of Peruvian managers. The focus selected is the educational process for managers in Peruvian universities. The dissertation will be guided by the study of the influence of ethics orientations and integrity types on the leadership styles of Peruvian managers.

Summary

Different approaches were used in the investigation of the social phenomenon of leadership. Thes studies encompass the study of the ethical orientations conducted by Aronson (2001, 2003); the perspective of planning and performance, as reported by Yukl (2006); studies of relationships among motivation, satisfaction, and efficiency conducted by Treviño et al. (2000); the investigation of relationships with culture conducted by Den Harlog et al., (1999); scientific explorations of the process conducted by Alimo-Metcalfe (1998) and Alban-Metcalfe and Alimo-Metcalfe (2000); studies about the relationship to change conducted by Alimo-Metcalfe and Alban-Metcalfe (2005a, 2005b); and investigations about relationships between morals, ethics, and values conducted by Kanungo and Mendonca (1996, 2001), Bass and Steidlmeier (1999), Aronson (2001), Kanungo (2001), Parry and Proctor-Thomson (2002), Argandoña (2004), Ciulla (2001, 2004a, 2004b, 2005), and Turner and Müller (2005). Organizations, and society have demanded that directors and leaders' performances and behavior be characterized by the exercise of good ethics (Ahn et al., 2004), and the authors Craig and Gustafson (1998), Aronson, (2003), Alimo-Metcalfe and Alban-Metcalfe (2004, 2005b), and Gordon and Yukl (2004) have conducted studies considering integrity as representative of ethics and as a factor demanded by ethical leadership. The examine of the relationships between ethics orientation, integrity types, and leadership styles will fill the gap between theoretical work and empirical validation by showing quantitative level of influence the ethical orientation and integrity in leadership styles.

CHAPTER II: LITERATURE REVIEW

The literature related to leadership, ethics orientations, and integrity types was conducted by consulting private and public sources. Consultation focused on data derived from publications with scientific relevance such as ABI/ Inform Global (ProQuest), Social Sciences Citation Index–Social Sciences, and PsychInfo with its emphasis on psychology and the social sciences.

Documentation

The search engines used were APA web, EBSCOhost, JSTOR, and ProQuest. The libraries used were located at the CENTRUM–Pontifical Catholic University of Peru, School of Business Administration for Graduates— ESAN, Georgetown University in the USA., George Washington University in the USA., the University of Maryland in the USA, Pontifical Catholic University of Peru, and Pacific University of Peru. The electronic libraries of the following were also consulted: Harvard University, the John F. Kennedy School of Government and Public Management, Harvard Law School, Warwick Institute of Governance and Public Management, the Warwick Business School at Warwick University, and

the University of Leeds. The keywords used as search terms were ethics, integrity, leader, leadership, leadership styles, social psychology, moral psychology, morals, and values.

Literature Review

The review of literature related to leadership, styles of leadership, ethics, managerial ethics, and integrity. Theoretical contributions were organized by topic and evolution. In all cases, the author and year are indicated.

Leadership

Burns (1979) defined transactional leadership and transformational leadership as new perspectives in the leadership process. Bass (1990) indicated that the literature about leadership was very broad in scope and that representations of the concept of leadership were depicted in examples of Egyptian hieroglyphics and in the Bible through the leadership abilities of Moses, David, Salomon, and Joseph. The concept of leadership is also illustrated in Eastern cultures, such as in the military and political references of Sun-Tzu. Turner and Müller (2005) stated that from the beginning, Western authors such as Plato, Machiavelli, Hobbes, and Locke, and Confucius and Xunxi from the East, strived, through many studies and investigations, to obtain an understanding of the set of circumstances needed to make a good leader. The theory of leadership was developed along the lines of human behavior, culture, and leader and member abilities.

Turner and Müller (2005) also stated that leaders' functions are classified and related to leaders' direction and constraints and that other functions are related to emotional aspects, motivation, and objectives and agreements. As suggested by Aristotle, leadership involves aspects of pathos or relation building, ethos or a moral view, and logos or persuasion. Goodwin et al. (2000) researched the relationship between the leadership styles and feedback from employee performance. Findings suggested that a relationship exists between positive feedback and transformational understanding, while negative feedback correlated with transactional knowledge.

Conger et al. (2000) investigated the reverence given to a leader and found that followers' collective identities and group perceptions about task performance related directly to the charisma of leader and that the internalization of goals was a way to share values. Day (2001) explored the development process of leadership and suggested that the development of leaders was tied to the relational focus of the leadership pattern. The research further emphasized that leadership is a social resource and suggested that a leader's individual development was independent of reciprocal relations; leadership is a complex net of interactions among persons in social and organizational contexts. Day suggested that future investigations be

oriented towards a better comprehension of leadership development as social capital.

Graen and Cashman (1975) contributed to the leader-member exchange (LMX) theory, which suggests that leaders adapt their styles of leadership to generate an interchange geared towards followers or subordinates. According to Graen and Cashman, when the strength of the relationship is low, it just supports the contract of exchange, but when relationship strength is high, trust and respect come into play. Conger and Kanungo (1998) studied charismatic leadership in organizations and reported that identification is one of the mechanisms of influence for leaders. Mendonca (2001) researched the relationship between leadership and ethics and suggested that in organizations, true and effective leader behavior was recognized by the influence of leadership on values and morals.

Yukl, Gordon, and Taber (2002) analyzed investigations conducted over 50 years and identified tasks, relationships, and changes in behavior as the meta-categories of behavior in effective leadership. They suggested that meta-categories could be used to organize similar behaviors, but they should not be used instead of specific behaviors. Aronson (2003) commented that literature about leadership has been oriented towards determining a leader's abilities, skills, physical characteristics, personality, and level of intelligence during the first years of the 20th century.

Subsequent research in the 1940s emphasized styles of leadership, or behavior and interpersonal elements. Towards the end of the 1960s, the circumstances that contributed to leader effectiveness and the contingency theory were studied. In the 1970s, investigations were performed that led to a better understanding of the relationship between leadership and the process of decision making. The 1980s brought about studies that explored the relationships between supervision and small groups; these studies served to define a new perspective in the study of leadership. Huang and Snell (2003) used case studies in a Chinese context to perform investigations about the moral climate and suggested that results were influenced by social, structural, economic, and political reforms. Sczesny et al. (2004) analyzed the process of leadership in the context of gender and suggested that gender stereotypes influenced perceptions of leadership, indicating that there were cultural variations.

The factors investigated by Yu and Miller (2005) exhibited and confirmed a positive relationship between levels of education and individualism. Oshagbemi and Gill (2003) researched the differences and similarities in the styles of leadership directives and found a negative relationship between delegation and the female gender and that the relationship between the behavior of leaders and gender was only different for inspirational motivation. Ahn et al. (2004) studied the relationship between leadership and the management of change and

suggested that leaders have experimented in recent years with the paradox of implementation in changing contexts, effectively making leadership an exercise. Lee and Chang (2006) found that leadership was oriented towards obtaining objectives that involve the capacity to generate confidence and to cooperate with the needs of people. Chen et al. (2005) explored the relationship between leadership styles and job satisfaction, commenting that the process of leadership involves a relationship between a person who aspires to guide and people who choose to follow. Brown et al. (2005) explored and ascertained a model of ethical leadership and found that behavior, integrity, and high ethical standards are positively related to the capacity of influence in transformational leadership. Resick et al. (2006) researched approval and ethical leadership and found that character, integrity, altruism, collective motivation, and energy are typical components of ethical leadership. Resick et al. promoted the idea that directors and leaders need to maintain integrity in the presence of their subordinates or followers. Davis and Rothstein (2006) explored the effects of the perception of a director's behavioral integrity on employee attitudes by performing a meta-analysis that showed a strong, positive relationship between a leader or director's perception of the behavior and the followers and subordinates' attitudes.

Transformational Leadership

Burns (1979) originally proposed the concept of transformational leadership in terms of an ethical and moral enterprise that would be retained and enhanced by integrity. The basic concept was enriched by Bass (1985) who defined transformational leadership as the process through which followers trusted, admired, and respected the leader and were motivated to realize more than was expected of them and where followers' morals depended on the leader's views and personal motivation to a high degree (Parry & Proctor-Thompson, 2002).

Bass (2000) included the following as components of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Idealized influence was related to the high standards of moral and ethical behavior that were sensed by the followers and were supported by followers with a sense of allegiance and identification. The components identified for inspirational motivation related to a leader's vision of the future and were supported by actions guided by values and ideals, positive attitudes, and persuasive communication that followers sensed, thus generating commitment. Intellectual stimulation related to the promotion of challenges by a leader to the standards of the organization, organizational patterns, and innovative and divergent thought that encouraged followers to be creative and to obtain positive results for the organization and its people. The component called

individualized consideration was related to the behavior of a leader that permitted the personal training and monitoring of each member.

Felfe et al. (2004) listed the many antecedents to the concept of transformational leadership including the leaders' personalities, variables of context, satisfaction, agreements, organizational behavior, performance, aptitudes, behaviors, and perceptions. Felfe et al. explained that the effects of leadership influence on followers affected organization, work, and performance as well as the attainment of efficiency and effectiveness. Transformational leadership, Felfe et al. further commented, had a negative relationship to absenteeism, irritability, and stress. Suggestions were made to conduct studies about changes in behavior, values, autonomy, and others.

Parry and Proctor-Thomson (2002) commented that in the literature, a critical relationship is suggested between integrity and measures of effectiveness. While their investigation found a meaningful positive correlation, a stronger and more meaningful positive correlation was found between integrity, satisfaction, and the perception of effective leadership. Parry and Proctor-Thomson also emphasized the effect that transformational leadership has on members in the lower levels of an organization and suggested that the perception of integrity had a meaningful and positive correlation with these members' effectiveness. They suggested further study of integrity relationships in organizations.

Pounder (2003) studied the use of transformational leadership as a mechanism to increase the quality of training towards a particular direction, commenting that integrity is related to followers' perceptions of a high degree of congruence between a leader's words and actions. Aronson (2003) specified that theoretical and empirical studies relating to charisma and transformational leadership have been performed by groups of investigators such as Bass and Avolio (1994), Conger and Kanungo (1998), and Shamir, House, and Arthur (1993).Investigators have jointly expressed interest in the study of other areas, such as the influence of followers in establishing a view for a better future, a followers' inspiration versus self-control, guiding by example, the contributions made by subordinate intellectual stimulation, the emphasis of goals and behaviors, attending to the needs of followers, the corruption of followers through intrinsic motivation, the skill of demonstrating to subordinates how to obtain higher levels of achievement, and detachment from the collective identity.

Aronson (2003) emphasized that leaders with charisma have a higher need for power; a higher degree of Machiavellianism, narcissism, and authoritarianism; and a propensity to have lower expectations of effectiveness and trust in followers. Lee and Chang (2006) studied the relationship between leadership styles and the ability to innovate and commented that transformational leadership

promoted innovative abilities among followers/employees and that it was related to the inspirational motivation component. Leban and Zulauf (2004) discovered that there was a positive relationship between emotional intelligence and the transformational leadership style.

Transactional Leadership

Bass (1985) argued that leadership relations between transactional leaders and followers were tied to the specification of expectations, classification of responsibilities, negotiation of contracts, and supply of gratitude and rewards, all of which were implemented to obtain anticipated performance. Bass (1998) commented that contingent rewards were related to behavior that is focused on the interchange of resources that are especially geared towards the followers for obtaining anticipated performance; guidance or direction by active exception that monitors performance through defined standards only when necessary; and a leader's participation when problem situations acquire a certain level of importance. Conger and Kanungo (1998) placed less emphasis on transactional leadership with respect to the monitoring and control of followers, using rational and economic arguments that hold that maintaining the status quo of an organization assured the stability of its practices, especially the strategies of control. Bass et al. (2003) explored performance as it relates to transformational and transactional leadership. Oshagbemi and Gill (2003) investigated the relationship between leadership styles and behavior in organizational hierarchies and found that the differences for the transactional leadership style were not statistically meaningful compared to transformational leadershipstyle.

Laissez-Faire Leadership Style

Conceptually, in this type of leadership, the leader avoids or resists expressing leadership behaviors by avoiding the making of decisions, shunning responsibility, and not exercising his or her authority.

Ethics

Ethics definition included study of the moral judgment, standards, and rules of conduct (Taylor, 1975), and the observation of rules of moral philosophy at individual or organizational level also were related to emphasis on the right and wrong behavior (Robin, & Reidenbach, 1987; Ferrel, Gresham, & Fraedrich, 1989). Ampofo (2004) commented about Kohlberg's Moral Development theory, and summarized as (a) pre-conventional level, (b) conventional level, and (c) post-conventional level, and levels may be applied to ethical decision-making in accounting and management environment. Reidenbach and Robin (1990) commented that diverse authors such as Ferrel and Gresham (1985), Hunt and Vitell (1986), and Trevino (1986) made efforts to propose ethical decision-

making models. Reidenbach and Robin (1990) developed a multidimensional ethics scale and identified moral, relativistic, and contractual dimensions. They suggested more exploration related to the deontological and the teleological ethical orientations was required. McMahon and Harvey (2006) explored the psychometric properties of the Reidenbach-Robin Multidimensional Ethics Scale (1990). They suggested an additional two discriminating items and called for more examination of ethics issues such as deontology, utilitarianism, relativism, egoism, and justice. Henthorne, Robin, and Reidenbach (1992) examined the degree and character of perceptual congruity between salespersons and managers with respect to ethical issues. They found differences were related to culture and values and suggested further examination of manager groups in different geographic areas. Kujala and Pietiläinen (2006) explored the relationship between moral principles and diversity in the management arena and suggested that multidimensional ethics scale studies be extended to include new management scenarios and differences in gender, managerial decision-making styles, and organizational culture.

Ethics and Integrity

Aronson (2003) mentioned that ethics is the study of standards that determine a good or bad behavior and a right or wrong choice. Ampofo (2004) defined ethics as the honest evaluation of the subjacent motive in relation to the possible and potential damage. The views of Aronson (2003) and Ampofo (2004) are congruent with established definitions of values. These definitions involve a group of behavioral rules, principles, and values related in a positive way with respect, integrity, service, competition, and objectivity. Denhardt (2002) investigated the relationship between trust and integrity and suggested that while individuals and society wanted an efficient and effective government, they also hoped for actions that were guided by integrity and responsibility. Denhardt added that the basis of human relatedness is built on ethics and integrity.

Tourigny et al. (2003) researched the relationship between executive integrity, government, charisma, and personality, explaining that from the perspective of the individual professional, the implementation of decisions and ethical behaviors is not easily accomplished; however, from Tourigny et al.'s perspective, one could better comprehend the influences that generate a dysfunctional behavior. Gardner (2003) studied the correlation between perceptions of a leader's charisma, integrity, and effectiveness and suggested they are related. Results, regardless of importance, precede the importance of the perceived image, and there is a strong, positive correlation between an honest reputation and integrity and effectiveness; so Gardner deduced that ethical behavior is strong evidence of a leader's integrity.

The contributions of Banaji et al. (2003) provided a clear analysis of personal ethics. They posited that frequently people had unconscious influence on decisions, and they identified this influence as a source of implicit prejudices; Banaji et al. suggested that biases served the sense of group belonging and cohesion and contributed to conflicts of interest and the tendency to exaggerate proper merits. They also suggested that a mechanism to reduce these influences is that of being permanently and consciously vigilant about the source of support for these influences.

Suazi (2003) investigated the perception of social obligations among directors or leaders' and ascertained that executives wanted to be responsible for the ethical aspects of their agreements. This suggested evidence of an interest in integrating corporate strategies into the social aspects of business. Hood (2003) studied the relationships between leadership styles and directors' values and ethical practices and found a meaningful relationship between personal values and the formal and ethical postulate that members of an organization performed with integrity.

Argandoña (2004) emphasized an ethical focus in conflicts of interest and suggested in his analysis that leaders require a sound understanding of the problems and causes associated with the divergence in personal and functionaries' payments, access to the information and costs, and the obstacles to entering and competing among agents. Bazerman and Banaji (2004) in a social psychology study of ethical failures found that society held a perception of leaders as weak and called upon business schools and centers of study to reevaluate and redesign the training of future leaders.

Aronson (2003) commented that in ethics, the perspective of *deontological theories* assume that moral obligations and evaluations are independent of obtained results. Deontology can be divided into (a) act deontological theories and include situational ethics, and existentialism; (b) rule deontological theories and include categorical imperative theories, and divine command theories; then deontological theories consist of the deontological rule and the rule of the deontological act. *Teleological theories* relate more to the obtained results, and are classified under ethical egoism or utilitarianism. Aronson suggested that the nature of each leadership style does not depend on one individual style, but is determined by a leader's ethical behavior and morality and is the effect of the actions on other persons, which he further termed *altruism*. The value that requires a leader's determination to maintain congruence between what he or she believes and the way he or she acts is called *integrity*. Although intensively studied, there is little agreement about the definition of integrity, and in many investigations it appears to be called honesty (Danley, 2006; Worden, 2003). Gallagher and Goodstein (2002) commented that teleological theoretical approach was associated to human acts, and deontology orientation

was related to the moral and laws. Hunt and Vitell (2006) suggested that ethical individual evaluations were related to deontological and teleological orientations. Deontological evaluation involved hypernorms and local norms, and represented fundamental human principles, and focused on the intrinsic morality of a behavior such as intension, and study focus at individual level. The teleological evaluation included evaluation process related to

"(1) the perceived consequences of each alternaives for various stakeholder groups, (2) the probability that each consequences will occur to each stakeholder group, (3) the desirability or undesirability of each consequence, and (4) the importance of each stakeholder group" (p. 145) and focused on the good or bad included in the consequences of the conduct, and the moral philosophies from teleological orientation were ethical egoism, and utilitarianism (Hunt, & Vitell, 1986).

One component of integrity is *moral integrity*, which is characterized by the rejection of injustice, paying attention to the obligations to others as if they were obligations to oneself, and taking actions according to moral principles and values in relationships with others. *Intellectual integrity* relates to the search for truth and wisdom and is reklated to the consistent action of principles and values through objectives and practical reasoning. Balotsky and Steingard (2006) explored the teaching process and its relationship to ethics and suggested that intellectual endeavors and experiences of moral development were involved in a synergistic relationship.

Leadership and Integrity

The relevance of integrity to leadership has been examined since the 1980s. Studies found that integrity was an important managerial ability, like intelligence and competence (Datta, 2005). Hogan, Curphy, and Hogan (1994) researched the leadership literature. Their effort was oriented toward more accessible, interpretable leadership findings, and they commented that leadership tendencies were associated with competition between talented employees, incremental managerial responsibilities, increased emphasis on productivity and performance, faster change, and more diversity and creative demand. They suggested improvements with respect to leadership selection.

Howell and Avolio (1995) studied the charismatic leadership style and suggested that the evaluation of ethical behavior be researched because their findings suggested that the best process included responsibility, ethical behavior, development, and performance. Price (2007) suggested that Aristotle understood ethics as not separate from the communal good and promoted a life of virtue that involved external goods such as friends, wealth, political power, good children, and beauty, which he connected with wealth and happiness. Price thereby

draws attention to the relationship between personal, organizational, and communal integrity.

Swaim (2004) developed a virtue ethics scale and commented that integrity, benevolence, prudence, and respect were ethical virtues. Swaim suggested further examination to validate the scale and the consistency between patterns and people's behavior.

Fernández and Hogan (2002) explored managerial character and highlighted flexible executive roles. The findings indicated that the most effective manager values were those most strongly associated with perceived integrity. Their findings drew attention to leadership as a relational activity that included shared values. Hader (2007) suggested that better work levels involved a similar sense of honesty and integrity between subordinate and the leader or manager. Hogan and Fernández (2002) commented that it was obvious that character is a key to leadership success because character directly influenced work group productivity and commitment. They recommended screening managerial incumbents using psychological measures. Their studies were oriented toward increasing organizational effectiveness by reducing the number of ineffective managers.

Worden (2003) explored the relationship between integrity and strategic leadership. Worden suggested that the first leadership responsibility is to define reality. Worden's research found that integrity management mollified fissures within strategic leadership and depended upon character and assistance to arrive at a determined optimal level. Sayer (2007) commented that the character issue is an important element in human existence, and Aristotle that it be demonstrated. Integrity is one of the important qualities of character, and while reputation is what people think one is, character is really what one is.

Hogan and Hogan (2001) explored the leadership process and suggested that it is important distinguish between *what* people do and *why* they do what they do. The first involves observation and description, while the second is related to goals and intentions. Hogan and Hogan suggested that a lack of integrity and trust affected team relations, social interaction, the exchange process, and the relationships' moral bases. Hogan (2006) attended to the differences between successful and unsuccessful leaders and related these differences to seven core leadership principles. One of these core principles was leaders as values driven. Hogan suggested that building teams involved displaying experience, charisma, intelligence, and integrity.

Hooijberg and Lane (2005) studied the relationship between integrity and effectiveness. Their results did not support the notion expressed by many authors, but rather, suggested a balance between integrity and flexibility. The first is oriented to keeping peace between oneself and peers and earning peers' trust, and the second was to make direct reports and show openness to new ideas. Lukaszewski (2007) explored

vulnerability among American business leadership and commented that a fundamental principle was personal integrity. Lukaszewski suggested that personal integrity is the foundation of all trust and credibility. Danley (2006) commented that it is sometimes very difficult to determine what an ethical response is, and suggested that leader performance required a preparartion process that included developing habits based on courage, generosity, fairness, and integrity as measures of honesty. Danley added that integrity created a perspective that prevented impulsive and reactionary behavior and gave to leadership the opportunity for consistency and continuity.

Rampersad (2006) commented that personal integrity had a positive effect on loyalty, motivation, and dedication to the people around a leader. Zablow (2006) commented that today's managers have a greater responsibility to conduct business in an ethical manner. ZablowDesray defined integrity as a factor for creating and sustaining an ethical workplace. Petrick and Quinn (2000) suggested that leaders or managers with integrity tended to show a coherent balance between purpose and action in a complex environment and suggested further examination of the relationship between ethics, integrity, and leadership; and Sharp Paine (2003) suggested the evaluation of managerial and leadership capacity according to moral and profitable performance.

The relationship between leadership and integrity was explored from diverse perspectives, such as leadership development and tendencies; relationships between integrity and strategic leadership; the personal, organizational, and communal level; the character; different executive roles; and performance at a personal, aggregate, and corporate level. Examination of the relationship between leadership styles and integrity could be a fruitful research direction.

Summary

Through investigation and observation, many theories of leadership have been identified. These theories have postulated several traits, behaviors, contingencies, contexts, and influences on subordinates (Antonakis, Avolio, & Sivasubramaniam, 2003; Bass, 1990; Bennis, 2004; Bono & Judge, 2004; House et al., 2002; Mumford et al., 2000; Murphy, 1941; Raelin, 2006; Sarros & Cooper, 2006). Conger et al. (2000) investigated the relationship between leadership styles and their effects on followers, commenting that their effects have been of interest to the scientific community.

Understanding the social phenomenon of leadership has been accomplished using different focuses. Alimo-Metcalfe and Alban-Metcalfe (2005a, 2005b) explored the role of directors and leaders from an inclusive perspective. Yukl (2006) called for investigations into the phenomenon of leadership from the perspective of planning and performance. Bono and Judge (2003) and

Treviño et al. (2004) called for studies oriented towards a better understanding of the relationships between motivation, satisfaction, and efficiency. Den Harlog et al. (1999) put forth an investigation with respect to the effects of culture. Alimo-Metcalfe (1998), Alban-Metcalfe and Alimo Metcalfe (2000), Alimo-Metcalfe and Alban-Metcalfe (2002a, 2002b) called for the analyses of the relationships in the process of leadership and change.

Kanungo and Mendonca (1996, 2001), Alimo-Metcalfe and Alban-Metcalfe (2006), Aronson (2001), Bass and Steidlmeier (1999), Ciulla (2004b), Kanungo (2001), McAreavey, Alimo-Metcalfe, and Connelly (2001), Trevino (1986), Treviño and Brown (2004), Treviño, Brown, and Hartman (2003), Treviño, Weaver, and Reynolds (2006), and Turner and Müller (2005), undertook vigorous investigations about the relationships between morals, ethics, and values. Investigators Alban-Metcalfe and Alimo-Metcalfe (2000), Alimo-Metcalfe and Alban-Metcalfe (2005b), Aronson (2003), Avolio and Locke (2002), Brown et al. (2005), Craig and Gustafson (1998), Garofalo (2003), Gordon and Yukl (2004), Hooijberg and Lane (2005), Ladkin (2006), and Morrison (2001), have performed studies with respect to the relationship between integrity, ethics, and leadership.

The scientific community, society, organizations, and individuals have maintained an interest in understanding the process of leadership, and researchers have attempted to create a theoretical framework for conducting studies that have given a frame of reference from which to perform investigations about leadership through different perspectives. Viewed from the quantitative paradigm, research has attained an understanding and in many cases increased understanding of the relationships between the variables affecting leadership, the leadership process, and leadership styles. The initiatives of well-known authors have made meaningful contributions to promoting a better understanding of the relationship between leadership, ethics, and integrity; among these authors are the following: Alimo-Metcalfe and Alban-Metcalfe (2005b), Aronson (2003), Bass and Steidlmeier (1999), Becker (2005), Ciulla (2004b, 2005), Davis and Rothstein (2006), Gordon and Yukl (2004), Kanungo and Mendonca (2001), Kingsley (2005), Parry and Proctor-Thomson, (2002), Stefano and Wasylyshyn (2005).

Conclusion

The literature review demonstrated that the leadership process is of scientific interest, ethical and integrity approaches have gained more attention, and relevant authors suggest further examination. Leadership studies involve traits, behavior, contingencies, contexts, influences, transformation, and the leadership role as related to both the group and personality, inducing compliance and persuasion (Bass, 1990). The leadership phenomenon is sociological in nature (Murphy, 1941), and

the effect of leaders and manages manager affect others. The deontological and teleological ethics orientations were then included in the understandings of the leadership process (Ciulla, 2005). The global community has demanded more ethical and inclusive leadership styles and authors have suggested further exploration about the relationships between leadership, ethics, and integrity (Alimo-Metcalfe & Alban-Metcalfe, 2005b; Aronson, 2003; Avolio, Zhu, Koh, & Bhatia, 2004; Bass & Steidlmeier, 1999; Ciulla, 2004b; Craig & Gustafson, 1998; Parry & Proctor-Thomson, 2002; Treviño, Brown et al., 2005; Turner & Müller, 2005).

The proposed investigation is oriented towards the examination of the influence of the deontological and teleological ethical orientations on the intellectual and moral integrity of Peruvian mangers with different leadership styles, a research direction that was suggested by Bass (1990), Aronson (2003), Ciulla (2004a, 2005), Alimo-Metcalfe and Alban-Metcalfe (2006), and others. The proposed research therefore attends to an area of scientific interest in so much as it will test the influences among ethics orientations, integrity types, and leadership styles. The proposed research therefore addresses the broader interests of the scientific community as well as organizations, individuals, and societies. And study will fill the gap between theoretical work and empirical validation, mainly at local context, by showing quantitative level of influence the ethical orientation and integrity types in leadership styles.

CHAPTER III: METHODOLOGY

The use of the scientific method has as its purpose to ensure a direct analysis of data that is oriented towards the identification of a problem and with reference to the topic under investigation; moreover, the scientific method calls for a review the literature, an investigative design, the compilation of data, the analysis of the data, the interpretation of the findings, and conclusions. Chapter 1 was devoted to identifying the problem, chapter 2 focused on reviewing the literature, and chapter 3 includes a description of the proposed design, restates the research questions, reveals the population to be studied, offers participants' consent information, and develops a sample framework for the research. The chapter includes discussion about the level of trust, the geographical circumstances of participants, and the instruments to be administered, as well as how the data will be stored and issues with respect to validity and reliability. The chapter concludes with a summation.

Research Design

The investigation is a quantitative design using a cross-sectional method. This approach is better able to

comprehend leadership styles as the dependent variable, or the phenomenon caused by relationship between independent variables, in this instance ethics and the integrity. The study will be at individual level of analysis. The research will be conducted in a business-orientated postgraduate educational setting because students are involved in the business decision-making process, businesses' decision-making processes affect people, and leadership processes exist in a business context. The Hunt and Vasquez-Parraga's (1993) study represented the strongest test of the Hunt and Vitell ethics model (Hunt & Vitell, 2006). Calkins (2002, 2006) suggested to consider theoretical frames, and casuistry approaches on philosophical, and ethics studies because issue involve matters of character, business effects, others people' perspectives such as stakeholders, subordinates; and different ethics and perspectives. Then casuistry approach is a method of moral or ethical deliberation, users comparing the ambiguous situations presented with previous events and knowledge. Calkins (2002, 2006) proposed to use the casuistry as a tool for moral and managerial deliberation. Hunt and Vasquez-Parraga (1993) examine the relationship between ethical issues and organizational consequences, and findings suggested that behaviors of salespeople were guided by deontological orientation and secondary by teleological orientation. Hunt and Vasquez-Parraga method design included (1) quantitative approach, and used structural equation modeling techniques, (2) a sample related to marketing arena as specific segment of the sample, (3) case survey as psychometric tool, and included two scenarios oriented to explore deontological and teleological orientation in forming ethical judgments, (4) used mail as the method to send questionnaire, and (5) demographic sample characteristics were managerial position, both genders, business experience, salary range, college degree, and team work in charged.

The literature review suggested that leadership styles are the relatively strong patterns of behavior that characterize a leader (Lee & Chang, 2006). The dependent variable entitles leadership to be identified as different leadership styles, such as transactional, transformational, and laissez-faire (Bass & Avolio, 2004). The independent variable entitles ethics to include deontological and teleological perspectives (Ampofo, 2004; Aronson, 2001; Ciulla, 2001, 2004a, 2005, Hunt & Vasquez-Parraga, 1993, Hunt 7 Vitell, 2006). The second independent variable entitled integrity is the holistically understood consistency among principles, values, morals, and actions that show consideration for others and involves both intellectual and moral components (Aronson, 2003; Balotsky & Steingard, 2006; Gardner, 2003).

The exploration will to go from the specific to general, and the study will be oriented towards developing a better understanding of the leadership phenomenon in terms of ethical orientations and the integrity approach. A correlation approach will be oriented towards evaluating the relationships between the dependant variable and the independent variables, and the outcome may be an examining of the relationships and effects of ethical orientations and integrity on the dependant variable. The cross-sectional approach will be the horizon time because the analysis will pertain to one moment in time (Hernández, Fernández, & Baptista, 2003).

Appropriateness of Design

The research makes use of a quantitative paradigm and will involves data collection, data analysis, and the testing of hypotheses (Hernández et al., 2003). The exploration uses the support of the literature, and the research purpose will be to evaluate the relationships between leadership styles, ethics orientation, and integrity integrity. The research strategy involves case survey and questionnaires; the information will be collected using psychometrics tools; the time horizon will be transversal because the collection of data will be at one point in time (Hernández et al., 2003; Saunders, Lewis, & Thornhill, 2003).

Questionnaires are used in experiments and their application has tended to increase with greater attention to the sample selection, the questionnaire design, and the error rate (Ampofo, 2004; Hanges & Shteynberg, 2004). A quantitative paradigm is used in the application of the questionnaire so that samples of information about leadership styles and integrity can be collected at one moment in time. The questionnaires technique will be designed to examine leadership styles, ethics orientation, and integrity types, and relationships (Aronson 2003); the case survey technique will be oriented toward exploring ethics orientations, and used scenario-based questions because sensitive nature of ethics studies (Ampofo, 2004; Hunt & Vasquez-Parraga, 1993). To increase voluntary participation, ensure anonymity of respondents (Babbie, 1995).

Research Questions

34. How do ethics orientations and integrity types influence leadership styles?
35. How are ethical orientations influenced by leadership styles?
36. How are integrity types influenced by leadership styles?

The study questions are orientated toward examine the relationships among ethics orientations, integrity types, and leadership styles. Such research has been successfully performed by authors as Alimo-Metcalfe and Alban-Metcalfe (2004, 2005a, 2005b), Ampofo (2004), Aronson (2003), Bass and Avolio (2004), Bass and Steidlmeier (1999), Burns (1979), Ciulla (2001, 2004a, 2004b, 2005),

Craig and Gustafson (1998), Hunt and Vasquez-Parraga (1993), Kanungo and Mendonca (1996), Parry and Proctor-Thomson (2002), Reilly (2006), Treviño (1986), Treviño et al., (2003), and Yukl (2006). The questions are designed to directly establish the existence, with empirical approach, of the relationship among ethics orientations, integrity types, and leadership styles.

Hypotheses

The hypotheses to be tested are the following:

37. A relationship exists between the deontological ethical orientation and the transformational leadership style.
38. A relationship exists between the deontological ethical orientation and the transactional leadership style.
39. A relationship exists between the deontological ethical orientation and the laissez-faire leadership style.
40. A relationship exists between intellectual integrity type and moral integrity type in the deontological ethical orientation.
41. A relationship exists between intellectual integrity type and the transformational leadership style in the deontological ethical orientation.
42. A relationship exists between intellectual integrity type and the transactional leadership style in the deontological ethical orientation.
43. A relationship exists between intellectual integrity type and the laissez-faire leadership style in the deontological ethical orientation.
44. A relationship exists between moral integrity type and the transformational leadership style in the deontological ethical orientation.
45. A relationship exists between moral integrity type and the transactional leadership style in the deontological ethical orientation.
46. A relationship exists between moral integrity type and the laissez-faire leadership style in the deontological ethical orientation.
47. A relationship exists between the style of transformational leadership and the transactional leadership style in the deontological ethical orientation.
48. A relationship exists between the style of transactional leadership and the laissez-faire leadership style in the deontological ethical orientation.
49. A relationship exists between the transformational leadership style and the laissez-faire leadership style in the deontological ethical orientation.
50. A relationship exists between the teleological ethical orientation and the transformational leadership style.
51. A relationship exists between the teleological ethical orientation and the transactional leadership style.
52. A relationship exists between the teleological ethical orientation and the laissez-faire leadership style.
53. A relationship exists between intellectual integrity type and moral integrity type in the teleological ethical orientation.
54. A relationship exists between intellectual integrity type and the transformational leadership style in the teleological ethical orientation.
55. A relationship exists between intellectual integrity type and the transactional leadership style in the teleological ethical orientation.
56. A relationship exists between intellectual integrity type and the laissez-faire leadership style in the teleological ethical orientation.
57. A relationship exists between moral integrity type and the transformational leadership style in the teleological ethical orientation.
58. A relationship exists between moral integrity type and the transactional leadership style in the teleological ethical orientation.
59. A relationship exists between moral integrity type and the laissez-faire leadership style in the teleological ethical orientation.
60. A relationship exists between transformational leadership and the transactional leadership style in teleological ethical orientation.
61. A relationship exists between transactional leadership and the laissez-faire leadership style in the teleological ethical orientation.
62. A relationship exists between transformational leadership and the laissez-faire leadership style of in the teleological ethical orientation.

Population

The population is older than 35 years, has a minimum of a bachelor's degree, has 10 years of experience in a working environment, has a professional level that is medium or high at an organizational level, and is employed at a formal organization with a Peruvian location. The units of analyses in the investigation are students engaged in postgraduate studies at CENTRUM of the Pontificia Universidad Católica del Perú, located in Lima; the questionnaire will be applied at the beginning of the course.

Informed Consent

The people targeted will participate voluntarily, and the questionnaire will be accompanied by separate sheet of paper that will state the nature of the investigation in clear language that is reasonably understandable by individuals who fall within the base unit of analysis. The consent form also stipulates that individuals are free to answer or not answer the questionnaire. The form describes the value of participation and a method for participants to maintain contact with the investigator. Finally, the consent form provides a place for the participants' signature. The forms will be secured separately from completed questionnaires.

Sampling Frame

The criteria for sample selection are according to the units of analysis and are related to the need for personal experience in interactions with leaders, university level experience prior to answering questionnaires, and the duration of periods of leadership interaction.

Confidentiality

Participants answering questionnaires are not required to provide data that would identify them. The only required identifying data are the name of the program study and subject code.

Geographic Location

The research location will be Lima, Perú. Peru is a country in western South America, bordering Ecuador and Colombia to the north, Brazil to the east, Bolivia to the south-east, Chile to the south, and the Pacific Ocean to the west. Perú is a democratic republic with a presidential representative and has a pluriform multi-party system. The President of Perú is the head of state and head of government, and executive power is exercised by the government. Legislative power is vested in the government and the Congress. The Judiciary is supposed to be independent of the executive and the legislature.

Since 1990, the Peruvian economy has undergone considerable free market reforms, such as legalizing parts of the informal sector and significant privatization in the mining, electric/power, tourism, services, and telecommunication industries. Peru became one of the most liberal market economies in Latin America. Its petroleum, natural gas, and power industries are expected to increase due to the relatively high domestic and foreign influx of capital in the tourism, agriculture, mining, and construction sectors since 1995. In 2006, the gross domestic product (GDP) grew 7.7%.

Instrumentation

Questionnaires will use short and direct questions and an answer scale. The MLQ 5x (Avolio & Bass, 2004) contains 45 items that identify and quantify leadership and efficient behavior. The questionnaire includes questions related to transformational leadership, idealized influence, idealized attributes, idealized behavior, inspirational motivation, intellectual stimulation, individual consideration; transactional leadership, contingent acknowledgment, direction by exception-active, direction by exception-passive, passive or avoidant behavior, laissez-faire, leadership results, additional effort, efficacy, and satisfaction with leadership. The answer scale is composed of whole numbers beginning with zero and ending with four with and signify 0 means

not at all, 1 means now and then, 2 means sometimes, 3 means usually, and 4 means often/always. The MLQ was used in investigations performed by Avolio, Bass, and Jung (1999). In this instance, the style of transactional leadership reported a Cronbach alpha of 0.74; the style of transformational leadership reported a Cronbach alpha of between 0.78 and 0.92.

The PLIS (Craig & Gustafson, 1998), contains 31 items that identify and quantify perceptions of integrity; the Cronbach's alpha is > .97, thus demonstrating high internal consistency, and the PLIS generates a standard errors as low as .08. Aronson (2003) evaluated the perception of intellectual integrity through the administration of a questionnaire for which the Cronbach's alpha in the pilot application was 0.75, and in the pilot application for moral integrity was .97. The original answer scale is composed of four possible responses ranging on a scale from one to four. The scale interpretation is 1 means not at all, 2 means somewhat, 3 means very much, 4 means exactly.

The Aronson's Integrity Test (2003) included six questions related to intellectual integrity and six inquiries related to moral integrity; the original scale is composed of six points from one to six, from very uncharacteristic to very characteristic; the Cronbach alpha is .75 (Aronson, 2003).

Hunt and Vasquez-Parraga Ethical Orientation case survey (Hunt & Vasquez-Parraga, 1993).The Ampofo´s questionnaire indicated that internal consistency of scale (reliability) showed a Cronbach´s alpha of .84 to .92 (Ampofo, 2003).

Data Collection

Different psychometric instruments are involved in the proposed investigation, with a preliminary study pattern to verify the reliability of measurements. The application of questionnaires involves participation by the researcher, and the research will have authorization from the center of study to administer the questionniares at the beginning of the program. The categories of numerically represented demographic data pertain to gender, range of labor experience (years), and the hierarchical level at which the individual works within his or her organization.

Data Analysis

For the purposes of statistical analysis the Statistical Package for Social Sciences (SPSS v15), and AMOS v6 will be used. The statistical techniques with a higher priority of application are distributions of frequencies and descriptive statistics such as the median, mode, standard deviation, and variance as well as correlation, factorial analysis, scale of confidence, and multiple regressions.

Validity and Reliability

For the purposes of the proposed study, a probability of 0.05 or lower will be considered a void hypothesis and a probability of 0.95 or more to support the alternate hypothesis and the interpretation is then that the relationship shows statistical significance.

Summary

The content of this chapter was the development and operability of variables in the hypotheses using a quantitative paradigm for the social sciences, deductive research logic, and a cross-sectional methodology (Hernández et al., 2003). The design involves administering questionnaires such as the MLQ-5X as constructed by Bass and Avolio (2004), the PLIS (Craig & Gustafson, 1998), Aronson's Integrity Questionnaire (Aronson, 2003), and Hunt and Vasquez-Parraga Ethical Orientation case survey (Hunt & Vasquez-Parraga, 1993). case surveys technqiue (Ampofo, 2004). The design of the investigation includes the objective population, the sample, the questionnaires, and statistical techniques to analyze the data from the questionnaires. SPSS v15 and AMOS v6 will be the statistical software tools.

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Footnotes

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