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 <https://doi.org/10.55463/hkjss.issn.1021-3619.61.58>

The Role of Integrity in Mediating the Leadership Style and Organizational Culture Impacts on the Task Performance

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Received: May 24, 2023 ▪ Reviewed: June 21, 2023

▪ Accepted: July 20, 2023 ▪ Published: August 30, 2023

Abstract:

This research aims to determine the direct effect of leadership styles on task performance, the direct effect of organizational culture on integrity, the direct effect of integrity on task performance and its indirect effects, the indirect effects of organizational culture on task performance through integrity, and the indirect effect of leadership style on task performance through integrity. The research was conducted from April to October 2022 with a population of 492 employees and 205 respondents in PT. Telkom III Division of Jawa Barat. The data were processed using SmartPLS, and the test instrument used for 30 respondents was SPSS 26. The research is expected to assist managerial decision-making to achieve the objective of state-owned enterprises and improve the employee performance.

Keywords: leadership style, organizational culture, integrity, task performance.

诚信在调节领导风格和组织文化对任务绩效的影响中的作用

摘要:

本研究旨在确定领导风格对任务绩效的直接影响、组织文化对诚信的直接影响、诚信对任务绩效的直接影响及其间接影响、组织文化通过诚信对任务绩效的间接影响以及领导风格通过诚信对任务绩效产生间接影响。该研究于2022年4月至10月期间进行，涉及PT的492名员工和205名受访者。爪哇巴拉特的电信III分部。数据采用智能偏最小二乘法进行处理，30名受访者使用的测试工具是统计软件26。该研究有望辅助管理决策，以实现国有企业的目标，提高员工绩效。

关键词: 领导风格、组织文化、诚信、任务绩效。

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1. Background

Human beings have become the target of development in every country. The development is aimed at improving the community welfare through the development of the economy, society, politics, culture, and education: teaching and learning. Thus, scientific research is a teaching and learning process that needs to be conducted continuously and endeavored to improve prime human resources toward the Golden Indonesia 2045.

The improvement of human resources to achieve the Golden Indonesia 2045 is realized in scientific research on the integration roles in mediating the leadership style. The organizational culture impact on the task performance in one of the state-owned enterprises covers Jawa Barat, which consists of 22 regencies and municipalities with 476 employees, of which 392 are permanent workers. The research is expected to be useful for the leaders of the division or the employees since the success of the leaders and employees is one of the tools that drive the creation of a prime human being in the era of globalization and digitalization of the 4.0 industry era toward 5.0 industry era.

This research focuses on four variables: leadership style, organizational culture as an exogenous variable, integrity as mediation, and task performance as an endogenous variable. Thus, this research is conducted to have employees and leaders who will work beyond the standard operating procedure with an optimistic mind to achieve the company's success.

The purpose of the organization is to realize the joint needs or aspirations of each member of the organization to obtain the benefit and success stipulated by the organization (Julianto & Carnarez, 2021). Organization theory explains how companies conduct various activities to improve their performance, while resource-based view (RBV) theory focuses on strategic management and explains the effects of the activities on the performance (Davis & DeWitt, 2021). Despite the fact that organization and RBV theories have different points of view, each organization has the same purpose, namely improving its performance by performing activities set by the organization (organization theory) and evaluating the strategy of each activity that will be conducted and has been conducted by the organization (RBV). The organization and RBV theories have the same purpose, namely improving the organizational performance by managing the human resources within the organization itself; however, they have different portions in terms of human resource management (Davis & DeWitt, 2021). The organization theory pays attention to the organizational performance from all perspectives of the entire organization resources (human, technology and process), while the RBV theory focuses more on the human factors that affect individual performance.

RBV theory focuses on human resources in improving organizational performance, which is validated by Anwar and Abdullah's (2021) opinion that

individual performance is the main factor in improving the organizational performance to achieve its purpose. This is aligned with the behavior organization theory stated by Colquitt et al. (2019), which explains that the success of an organization can be seen from individual outcomes, namely job performance and organizational culture. According to them, individual performance is one of the values from a set of behaviors of contributing employees, both positive and negative, to achieve the purpose of the organization. In addition, job performance consists of task performance, citizenship behavior, and counterproductive behavior.

According to McDowd et al. (2020), task performance is an important factor in boosting individual performance to improve the organizational performance. On the other hand, according to Alhashedi et al. (2021), citizenship behavior is the most important factor to improve individual performance to boost organizational performance. This is different from Khattak and Rizvi's (2021) opinion that proves that counterproductive behavior is the main key to avoiding the degradation of individual performance, which directly affects the organizational performance. The three experts' opinions oppose one another, particularly regarding the main factor that affects individual performance. McDowd et al. (2020) claimed task performance, Alhashedi et al. (2021) claimed citizenship behavior, and Khattak and Rizvi (2021) claimed counterproductive behavior. Based on that, there is no consensus about the main factor of individual performance within the organization, so research needs to be conducted to determine the main factor of individual performance in each organization.

To know the important main factor in the individual performance of the digitalization era today, the researcher chose PT. Telekomunikasi Indonesia (Persero) Tbk of Jawa Barat (Telkom Jabar) as the unit to be analyzed in this research. Thus, to determine the main factor in individual performance in Telkom Jabar, the authors conducted a pre-research at the preliminary stage to search for updated data related to the average individual performance in Telkom Jabar.

2. Problem Limitation

Based on the research phenomenon, problem limitation is made to keep the problem scope; it is limited based on the research topic of the role of integrity in mediating the influence of the leadership style and organizational culture on task performance and the 205 permanent workers that work in PT. Telekomunikasi (Persero) Tbk. Division III in Jawa Barat.

3. Research Questions

Based on the above background elaboration and problem limitation, the following research questions are formulated:

1. Does the leadership style have a direct and significant effect on the task performance?

2. Does the organizational culture have a direct and significant effect on the task performance?
3. Does the leadership style have a direct and significant effect on integrity?
4. Does the organizational culture have a direct and significant effect on integrity?
5. Does integrity have a direct and significant effect on the task performance?
6. Does the organizational culture affect the task performance through integrity?
7. Does the leadership style affect the task performance through integrity?

4. Research Purposes and Benefits

This research is aimed at analyzing and testing models, among which are:

- a. Direct and significant effects of the leadership style on the task performance;
- b. Direct and significant effects of the organizational culture on the task performance;
- c. Direct and significant effects of the leadership style on integrity;
- d. Direct and significant effects of the organizational culture on integrity;
- e. Direct and significant effects of integrity on the task performance;
- f. Indirect effects of the organizational culture on the task performance through integrity;
- g. Indirect effects of the leadership style on the task performance through integrity.

5. State of the Art

The elements of state of the art based on the differences that have not been discovered by previous research are:

- a. The analysis unit is PT. Telekomunikasi Persero, Tbk Division III in Jawa Barat;
- b. This research analyzes the variables of leadership style, organizational culture, integrity, and task performance that have not been studied by many researchers.

Sixty-one previous studies were taken from international journals. Research having direct or indirect analysis has been suspected to rarely cover four variables. The uniqueness of this study lies in the unit of analysis, which has not been studied by other researchers. It is the endogenous variable of task performance, especially applied at PT. Telecommunications Tbk. (Persero) Division III, West Java.

This is also different when compared with some previous research: Integrity in Leadership and Organizational Moral Culture, Sydney University; The Influence of Leadership Style on the Employee Performance (Job Performance) instead of Task Performance, conducted without organizational culture (Lee et al., 2019). The study is more specific, where the task performance and equivalents such as the impact of behavior integrity without organizational culture differ

from those of previous researchers (Palanski et al., 2011). The impact of organizational culture on transformational, strategic leadership in the IJRTE is also different because of its direct relationship to business performance (Al-Shibami et al., 2019). Therefore, leadership style strategies will differ. The difference in this study is in the unit of analysis, i.e., analyzing or examining the role of direct and indirect influence. There are five direct influences: the leadership style's direct effect on the task performance, organizational culture's direct effect on the task performance, integrity's direct effect on the task performance, the leadership style's direct effect on integrity, and organizational culture's direct effect on integrity. There are two indirect effects: the leadership style's indirect effect on the task performance through integrity and organizational culture's indirect effect on the task performance through integrity at Telkom Division III in West Java. Therefore, the uniqueness of this research lies in the model of the respondents that has not yet been studied by previous researchers.

6. Synthesis

6.1. Leadership Style

Leadership style is defined as the use of power and influences to direct the activities of the followers to achieve a certain purpose/goal (Robbin & Judge, 2017; Luthans, 2011; Kreitner & Kinicki, 2010; McShane et al., 2010; Hersey & Blanchard, 1982).

6.2. Organizational Culture

Organizational culture is defined as the values and assumptions shared within an organization (Colquitt et al., 2019; Putrawan et al., 2020; Robbin & Judge, 2017; Luthans, 2011; Kreitner & Kinicki, 2010; McShane et al., 2010; Hersey & Blanchard, 1982).

6.3. Integrity

Integrity is someone's characteristic in interacting with their working environment that is marked with the suitability between what is being said and what is being done through the dimensions of honesty, consistency, and trustworthiness (McShane et al., 2010; Robbin & Judge, 2017; Colquitt et al., 2019; Simons et al., 2015).

6.4. Task Performance

Task performance is the employee's behavior that is directly involved in the transformation of organization sources into goods and services produced within the organization. The key words in this context are duties, task, and responsibility (Putrawan et al., 2020; Robbin & Judge, 2017; Luthans, 2011; Kreitner & Kinicki, 2010; McShane et al., 2010).

7. Research Methodology

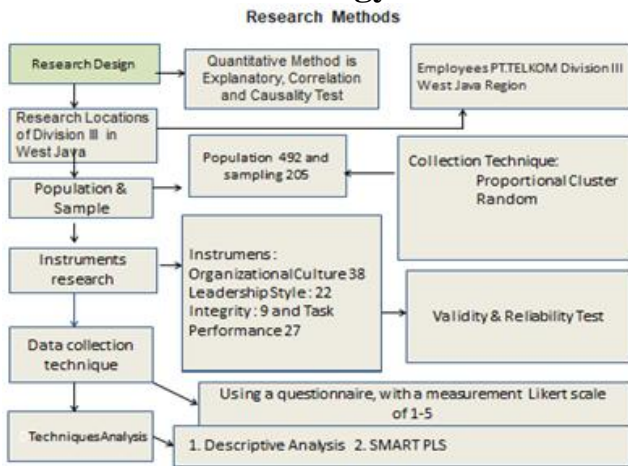


Figure 1. Research methodology

7.1. Conceptual Structure

The conceptual structure is based on the following expert opinion:

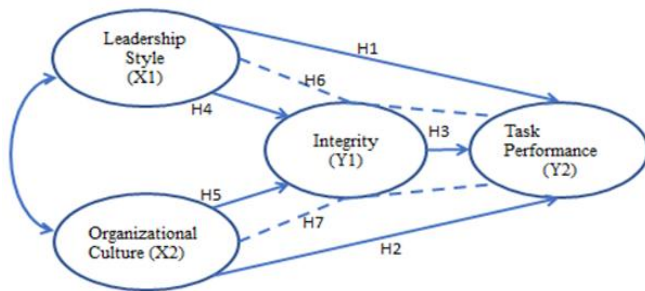


Figure 2. Research model

Notes: \longrightarrow Direct effect; \dashrightarrow Indirect effect; X1 - leadership style as the independent variable; X2 - organizational culture as an independent variable; Y1 - integrity as the dependent variable; Y2 - task performance as a dependent variable

8. Research Results

8.1. SEM Test Using SmartPLS

Table 1. Convergent validity test results (modification)

Variables	Indicators	Loading Factor	
Task Performance	TP2	0.727	
	TP3	0.724	
	TP5	0.710	
	TP6	0.733	
	TP8	0.723	
	TP9	0.731	
	TP11	0.754	
	TP12	0.814	
	TP13	0.765	
	TP14	0.748	
	Organizational Culture	OC1	0.728
		OC2	0.717
		OC3	0.720
		OC4	0.748
OC6		0.710	
OC8		0.761	
OC9		0.796	
OC11		0.752	
OC12		0.750	
OC16		0.777	
OC18		0.790	
OC19	0.775		
OC20	0.773		
OC21	0.738		

Variables	Indicators	Loading Factor
Leadership Style	OC22	0.758
	OC23	0.727
	OC24	0.730
	OC25	0.741
	OC27	0.709
	OC28	0.784
	LS1	0.768
	LS2	0.747
	LS3	0.772
	LS4	0.848
	LS5	0.861
	LS6	0.822
	LS7	0.728
	LS8	0.836
	LS9	0.793
	LS10	0.826
	LS11	0.871
	LS12	0.850
	LS13	0.879
	LS14	0.785
LS15	0.809	
LS16	0.831	
LS17	0.870	
LS18	0.891	
LS19	0.762	
LS20	0.719	
Integrity	I1	0.724
	I2	0.715
	I3	0.714
	I4	0.793
	I5	0.784
	I6	0.715

8.2. Hypothesis Test Model

The direct and indirect effects are tested using SmartPLS.

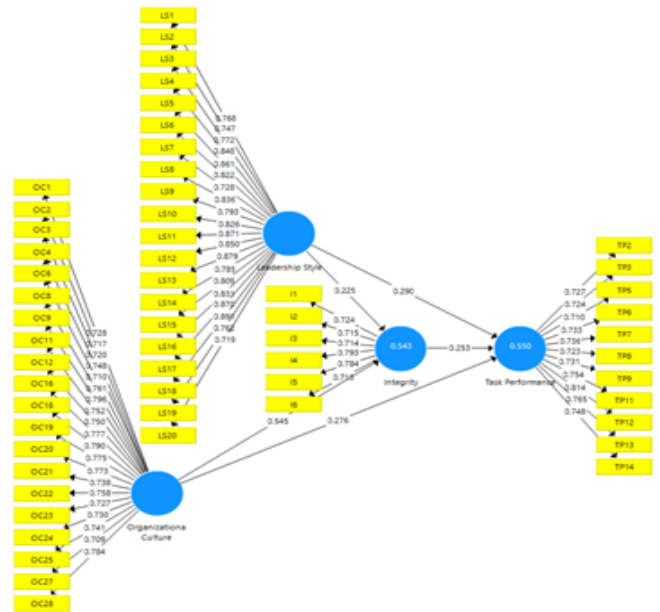


Figure 3. Research diagram of the loading factor

In Table 1, all indicators have a loading factor greater than 0.7. This shows that all indicators in the research model have a loading factor that meets the criteria. Thus, the next step is to conduct an evaluation of the AVE value for each latent variable. The AVE value of each latent variable is shown in Table 2.

Table 2. AVE values of the research model

Variables	Average Variance Extracted (AVE)
Integrity	0.550
Leadership Style	0.664
Organizational Culture	0.562
Task Performance	0.552

Table 2 shows that all latent variables in the research model have an AVE value > 0.5 ; the variable that has the smallest AVE value is Integrity (0.550), whereas the variable that has the largest AVE value is Leadership Style (0.664).

8.3. Reliability Evaluation

Reliability evaluation is conducted using Cronbach's alpha and composite reliability values. According to Ghozali and Latan (2012), a latent variable should have a Cronbach's alpha value greater than 0.7 or a composite reliability value greater than 0.7. Cronbach's alpha and composite reliability values from the research model are shown in Table 3.

Table 3. Cronbach's alpha and composite reliability values of the research model

Variables	Cronbach's Alpha	Composite Reliability
Integrity	0.836	0.880
Leadership Style	0.973	0.975
Organizational Culture	0.959	0.962
Task Performance	0.919	0.931

Table 3 shows that all latent variables have Cronbach's alpha and composite reliability values greater than 0.7. The variable with the smallest value is Integrity with Cronbach's alpha value of 0.836 and composite reliability value of 0.880. The variable with

the largest value is Leadership Style with Cronbach's alpha value of 0.973 and composite reliability value of 0.975.

8.4. Discriminant Validity Evaluation

The discriminant validity test is related to the principle that a different manifest variable construct should have a high correlation. Correlation tests between these latent variables were conducted using the Fornell-Lacker criterion. A construct is deemed valid when it compares the rooted value of the AVE (diagonal Fornell-Larcker criterion) with the correlation value between latent variables. The rooted value of AVE should be greater than that of the latent variables. The following is the result of the Fornell-Lacker criterion to test the discriminant validity of the research model.

The Fornell-Lacker criterion is shown in Table 4. The test results show that all roots of AVE (the Fornell-Larcker criterion) of each construct are greater than its correlation to other variables.

Table 4. The results of the Fornell-Lacker test of the research model

	Integrity	Leadership Style	Organizational Culture	Task Performance
Integrity	0.742			
Leadership Style	0.659	0.815		
Organizational Culture	0.724	0.795	0.750	
Task Performance	0.644	0.677	0.690	0.743

Discriminant validity can also be assessed on the basis of cross-loading. The rule of thumb is used in the discriminant validity test with a cross-loading value greater than 0.7 (Ghozali & Latan, 2015, p. 74). The following is the cross-loading for the discriminant validity test of the research model.

Table 5. Cross-loading value of the research model

	Integrity	Leadership Style	Organizational Culture	Task Performance
I1	0.724	0.450	0.550	0.415
I2	0.715	0.328	0.428	0.412
I3	0.714	0.483	0.519	0.499
I4	0.793	0.438	0.473	0.525
I5	0.784	0.513	0.555	0.555
I6	0.715	0.653	0.653	0.506
LS1	0.597	0.768	0.696	0.604
LS2	0.461	0.747	0.624	0.484
LS3	0.511	0.772	0.626	0.519
LS4	0.569	0.848	0.644	0.537
LS5	0.513	0.861	0.674	0.550
LS6	0.506	0.822	0.651	0.549
LS7	0.545	0.728	0.665	0.584
LS8	0.535	0.836	0.668	0.580
LS9	0.525	0.793	0.617	0.532
LS10	0.524	0.826	0.606	0.541
LS11	0.635	0.871	0.675	0.638
LS12	0.584	0.850	0.625	0.570
LS13	0.575	0.879	0.683	0.589
LS14	0.590	0.785	0.662	0.538
LS15	0.520	0.809	0.606	0.515
LS16	0.537	0.831	0.658	0.529
LS17	0.542	0.870	0.674	0.578
LS18	0.547	0.891	0.691	0.590
LS19	0.456	0.762	0.599	0.493
LS20	0.386	0.719	0.594	0.448
OC1	0.523	0.552	0.728	0.515
OC2	0.549	0.550	0.717	0.549

	Integrity	Leadership Style	Organizational Culture	Task Performance
OC3	0.519	0.577	0.720	0.484
OC4	0.557	0.559	0.748	0.506
OC6	0.499	0.595	0.710	0.573
OC8	0.559	0.626	0.761	0.591
OC9	0.579	0.648	0.796	0.517
OC11	0.476	0.632	0.752	0.535
OC12	0.531	0.564	0.750	0.501
OC16	0.596	0.632	0.777	0.541
OC18	0.580	0.519	0.790	0.490
OC19	0.525	0.531	0.775	0.462
OC20	0.524	0.638	0.773	0.521
OC21	0.517	0.628	0.738	0.527
OC22	0.518	0.622	0.758	0.490
OC23	0.513	0.550	0.727	0.473
OC24	0.621	0.578	0.730	0.484
OC25	0.511	0.617	0.741	0.563
OC27	0.531	0.661	0.709	0.502
OC28	0.603	0.632	0.784	0.507
TP2	0.479	0.493	0.479	0.727
TP3	0.432	0.463	0.467	0.724
TP5	0.398	0.436	0.460	0.710
TP6	0.415	0.512	0.556	0.733
TP7	0.437	0.464	0.473	0.736
TP8	0.396	0.522	0.446	0.723
TP9	0.456	0.524	0.492	0.731
TP11	0.548	0.506	0.567	0.754
TP12	0.568	0.563	0.569	0.814
TP13	0.568	0.541	0.562	0.765
TP14	0.521	0.489	0.539	0.748

The cross-loading value for the research model shows that the cross-loading value for each indicator with its latent variable is greater than the cross-loading value of each indicator with other latent variables. Thus, the researchers concluded that the discriminant validity met the requirements.

8.5. Structural Model Evaluation

The structural model evaluation is conducted by calculating the determination coefficient value (R2) and its path coefficient and the structural model equation.

8.6. Determination Coefficient

Based on the R2 calculation result for each endogenous latent variable in Table 6, according to Sarstedt et al. (2014), the value range of R2 is more than 0–1, with a higher level to show better prediction appropriateness level. According to Chin (1998), the value of R2 is deemed weak, moderate, and strong if it shows values of 0.19, 0.33, and 0.67.

Table 6. R2 value of the research model

Endogen Variables	R-Square
Integrity	0.543
Task Performance	0.550

Table 6 shows that integrity and task performance have the values of R-square between 0.33 and 0.67, so that they are categorized as moderate. The intention of the value is the exogenous variable that affects the integrity on the tested model, representing 54.3% probability of integrity, whereas the exogenous variable that affects the task performance on the tested model

represents 55.0% of the task performance probability.

8.7. Path Coefficient (β) and Structural Model Equation

The value of the path coefficient shows the strength of the influence of a variable on other variables (Wong, 2013). The higher the path coefficient value, the stronger its influence. According to Sarstedt et al. (2014), the path coefficient value (β) is standardized within the range of value -1 up to +1. A coefficient closer to +1 shows a strong positive relationship. The coefficient closer to -1 shows a strong negative relationship.

Table 7. Path coefficient value

Path	Path Coefficient
Leadership Style -> Task Performance	0.290
Organizational Culture -> Task Performance	0.276
Integrity -> Task Performance	0.253
Leadership Style -> Integrity	0.225
Organization Variabel Organizational Culture al Culture -> Integrity	0.545

The result of the path coefficient calculation on the research model in Table 7 shows that all latent variables have positive coefficient values. Based on the path coefficient value calculation result, the structural model equation is as follows:

Table 8. Structural model equation

Endogen Variables	Equation
Task Performance	0.290 * Leadership Style + 0.276 * Organization Culture + 0.253 * Integrity + ζ ₁
Integrity	0.225 * Leadership Style + 0.545 * Organizational Culture + ζ ₂

Aside from finding out which variables affect the dependent variables, the differences in the path coefficient value can be used to sort the variables based on which has stronger effects. From the values in Table 8, it can be seen that the most influential variable on task performance is leadership style. The most influential variable on integrity is organizational culture.

9. Conclusion and Recommendations

9.1. Conclusion

The results of the analysis and hypothetical test conducted within this research are as follows:

1. There is a significant and positive effect of the leadership style on the task performance;
2. There is a significant and positive effect of the organizational culture on the task performance;
3. There is a significant and positive effect of integrity on the task performance;
4. There is a significant and positive effect of the leadership style on integrity;
5. There is a significant and positive effect of the organizational culture on integrity;
6. There is a significant and positive role of integrity as the mediator between the leadership style and task performance;
7. There is a positive and significant role of Integrity as the mediator of the organizational culture effect on the task performance.

Thus, there are five direct significant and positive relationships, H.1, H2, H3, H4, and H5, and two indirect and significant relationships, H.6 and H7.

The measurement of validity and reliability in this research uses SPSS in quantitative research because it is special software for statistical data processing, which is the most popular and widely used throughout the world. The measure is applied as follows: 1. The task performance with R table of 0.361 and Cronbach's alpha of 0.915 is reliable; 2. The organizational culture with table of 0.361 and Cronbach's alpha of 0.953 is reliable; 3. The leadership style with r table of 0.361 and Cronbach's alpha of 0.976 is reliable; 4. Integrity with table of 0.361 and Cronbach's alpha of 0.880 is reliable.

9.2. Recommendations

1. The consideration of working honestly, consistency, and sincerity (trustworthiness) within the formation dimension of the Integrity variable needs to be imbued by the employees of PT. Telkom Division III of Jawa Barat, both for the leaders and subordinates.

2. Working with the SOP stipulated by the company, which is interpreted with a healthy mind that task performance is not merely routine work, also needs to be considered beyond its scope of work and solve the team work problems. The formation dimension of the Integrity variable specifically needs to be imbued by the employees of PT. Telkom Division III of Jawa Barat, both for the leaders and subordinates.

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