

**استقامة القيادة ودورها في تعزيز الانغراز التنظيمي دراسة استطلاعية لآراء
عينة من الموظفين في دائرة عقارات الدولة في محافظة النجف الاشرف**

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**Leadership integrity and its role in promoting organizational
embeddedness: A survey of the opinions of a sample of
employees in the State Real Estate Department in Najaf**

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Abstract

The general objective of this study is to identify leadership integrity and its role in promoting organizational embeddedness in the organization. The study is based on the inferential descriptive approach through obtaining a sample from the employees' opinions of the National Real Estate Department in Najaf Governorate. The topic of leadership integrity is one of the advanced topics as an independent explanatory variable, and organizational embeddedness as a dependent variable. The analysis was carried out by adopting a set of statistical tools, which are Smart PLS and SPSS. The current research has included some conclusions: the most important of which is leadership integrity is based on the morals of virtue where the leadership integrity is distinguishing between right and wrong in one's leadership role and taking steps to ensure justice and honesty. Furthermore, leadership integrity encourages empowering others and enabling them to pursue their noble goals for themselves and their organizations, which foster organizational embeddedness for employees in the organization. The research presented a set of recommendations based on the concluded results, including stressing the need to develop and benefit from the use of leadership integrity method to promote positive behaviors among employees and achieve an environment characterized by positive responses and an appropriate working climate.

Keywords: Organizational Embeddedness, Leadership Integrity.

المستخلص

يتمثل الهدف العام من هذه الدراسة في التعرف على استقامة القيادة ودورها في تعزيز الانغراز التنظيمي في المنظمة ، وقد اعتمدت الدراسة على المنهج الوصفي الاستدلالي من خلال اراء عينة من موظفي دائرة عقارات الدولة في محافظة النجف ، وقد تبنت الدراسة ضمن الاطار المفاهيمي موضوع استقامة القيادة باعتباره من المواضيع الحديثة كمتغير مستقل تفسيري، والانغراز التنظيمي كمتغير مستجيب ، وتم اجراء التحليل باعتماد مجموعة من الادوات الاحصائية التي تتناسب وهدف الدراسة ، وتم اعتماد برنامجي الحزمة الاحصائية (Smart PLS) وبرنامج (SPSS) ، وتضمن البحث عدد من الاستنتاجات : اهمها تتسم استقامة القيادة بانها تستند إلى أخلاقيات الفضيلة حيث ان استقامة القيادة هي "التمييز بين الصواب والخطأ في الدور القيادي للمرء واتخاذ خطوات لضمان العدالة والصدق وفي تمكين الآخرين وتمكينهم من متابعة أهدافهم الأخلاقية الصالحة لأنفسهم ومنظماتهم ومساعدة الآخرين على الاتصال مما يساهم في الانغراز التنظيمي للموظفين في المنظمة ، وقد قدم البحث مجموعة من التوصيات بالاعتماد على النتائج التي تم التوصل اليها ومنها التأكيد على ضرورة تطوير والاستفادة من استخدام اسلوب استقامة القيادة من اجل تعزيز السلوكيات الايجابية لدى الموظفين وتحقيق بيئة تتسم بالسلوكيات الايجابية ومناخ عمل مناسب .

الكلمات المفتاحية : الانغراز التنظيمي ،

استقامة القيادة

Introduction

Experienced and long-practice leaders know that there are no gold handcuffs and no seasoned programs that can keep the organization's talented and highly qualified workers in the organization for the long term. However, leaders must work out ways to reduce the possibility that these workers will leave the organization because this departure means an outright breach of its social capital and the exit of essential components of its human capital. Organizational embeddedness is one of the new ways to focus on factors that encourage workers to stay in the organization. Organizational embeddedness contains two essential parts: organizational and community embeddedness, and each section includes three main aspects: convenience, linkages, and sacrifice.

The researchers believed that the organizational repertoire contributes to reducing the intentions of the turnover of the work because it represents financial, psychological, and social brakes and influences their decisions to leave the organization (Al-Atawi, 2012:2).

The leadership methods used in the organization also have a significant impact on the emergence of this feature, which is Non-departure the organization by personnel working. The integrity of leadership is a leadership style represented by leaders who recognize, decide, and do the right things that they can do and do in the right way at the right time. While these complications capture certain aspects considered necessary by ethicists (e.g., justice, honesty, ethical behavior, doing the right thing), they are incomplete because they lack a philosophical basis of morality virtues.

1- Research methodology

1.1 problem statement

Organizational embeddedness is one of the factors that help to explain the reasons for leaving the organization's employees. Unfortunately, previous studies have found conflicting results between organizational embeddedness and voluntary work rotation intentions. Some studies have shown that corporate engineering contributes to reducing the intentions of leaving jobs. In contrast, some studies have found a small role for organizational embeddedness in influencing the intentions of leaving jobs

(Al-Atawi, 2012: 2). This inconsistency in the results of past studies was created an essential question in the research agenda: What is the role of leadership integrity in promoting organizational embeddedness?

The organizational embeddedness, a wide range of ideas that affect the choice of the employee to stay in a job. Also, a group of forces keep the employee in the job, e.g., the links in the organization, job suitability, and the sacrifices associated with leaving the job. Hence the questions of the study can be represented by the following:

1. How well does the integrity of leadership contribute to the bonds?
2. To what extent does the integrity of leadership add to the occasion?
3. To what extent does the integrity of leadership contribute to the sacrifice?

1.2 The importance of research

The orientation in the efforts of leadership integrity has highlighted a variety of opinions and experiences which indicate that the methods of integrity can only complete the process of overcoming the problems suffered by institutions. In this context, the study highlights the importance of the topic.

The integrity of leadership is one of the vital modern topics and that studies and researches try to provide the necessary solutions to achieve it. In addition to the scientific progress has cast a difficulty in all sectors. It must be aligned with the organization and try to benefit from its secretions, and this created research necessary to address the role of leadership in organizations and link it to the process of organizational embeddedness and thus enhance its performance in the future.

1.3 Research objectives

The research aims to achieve the following objectives:

- 1) Identify the level of leadership integrity in promoting organizational embeddedness for the employees of the research organization.
- 2) To identify the level of leadership integrity in the links between the individuals working in the research organization.
- 3) To determine the level of leadership integrity in the appropriateness between the functions of the research organization.
- 4) Identify the level of leadership integrity in the sacrifice of the employees of the research organization.

1.4 Research hypotheses

The study's predictions are as follows:

The central premise: there is a good relationship between the integrity of the leadership and the organizational embeddedness. The following sub hypotheses emerge from them:

- 1) There is a moral relationship between the integrity of leadership and the links.
- 2) There is a moral relationship between the completeness of command and appropriateness.
- 3) There is a moral relationship between the integrity of leadership and sacrifice.

1.4 Hypothetical search model

The hypothetical model includes:

- 1) Independent variable: straightness of leadership includes (courage, asceticism, justice, rationality, humanity).
- 2) Approved variable: organizational embeddedness contains (links, convenience, sacrifice).

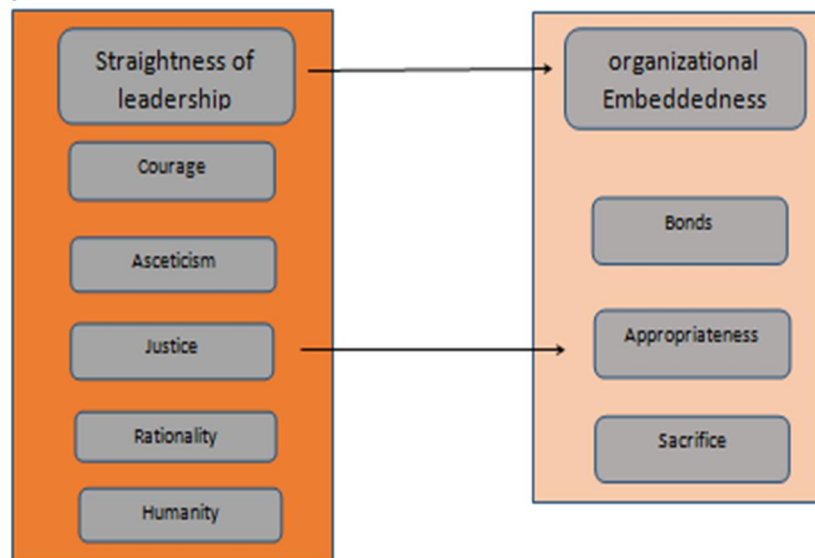


Figure (1) Hypothetical study model

1.6 Community and sample research

This study was applied according to the opinions derived from the respondents of employees in the State Real Estate Department in Najaf Ashraf. The respondents were selected randomly, and as a whole, the questionnaires' had distributed to total (40) respondents. They were recovered (39) forms, excluded (1) invalid form, and the number of valid for analysis of them (38) forms. The rate of recovery (97.5%) and here became the size of the sample (n=38), which is a suitable number for the required study.

1.7 Search metrics:

The research variables were measured based on the pentagram gradient to measure the responses of the research sample to the dimensional paragraphs by adopting a set of parameters that can be explained in the table (1) the following:

Table (1) Shows the range of search metrics

Variables	Dimension	Number of paragraphs	Approved scale
Straightness of leadership	Courage.	٤	Wang & Hackett, (2015)
	Asceticism	٤	
	Justice	٣	
	Sanity	٤	
Organizational Embeddedness	Humanity	٣	(Al-Atawi, 2012)
	Appropriateness	٤	
	Links	٣	
	Sacrifice.	٥	

Source: Preparing the researcher based on previous literature

2. Theoretical aspect**2.1 Straightness of leadership****2.1.1 The concept of leadership integrity**

Over the past two decades, some leading scientists have tried to generalize some standard understanding of the nature of leadership. An extensive review of leadership literature has concluded that leadership is an interaction between two or more members of a group that often involves streamlining or rearrangement.

The researchers in social and organizational psychology agreed that leadership is a phenomenon associated with followers of behaviors that

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are influenced by the actions of the leader within a group or organization. In line with the above review, we suggest that leadership involves, essence, a relationship of the leader the follower and consists of the compatibility of the expectations of both parties where the behaviors of the leader affect the actions of their followers.

The particular perception of leadership integrity is based on this view of leadership. There are many leadership concepts used in the leadership literature; forty-seven concepts of this type have been identified to determine how each can be useful in developing and understanding the integrity of leadership. The idea of leadership can be followed by a two-sided analysis of the content leadership phenomenon (behaviors representing leadership roles and other features of leaders, followers, situational contexts) and processes (processes of social impact and underlying psychological dynamics) to content and processes. (Wang, 2011:45) found:

- All 47 leadership concepts emphasize the behavior of a particular leader.
- The qualities of a leader entitled in different leadership concepts include personal attributes, ethics, values, beliefs, skills, attitudes, feelings, moods, motivations, needs, authority, and ambitions.
- Secondary features studied include values, knowledge, skills, abilities, opinions, sentiments, attitudes, motivations, needs, objectives, awareness, self-esteem, self-awareness, self-perception, personal interests, and social status.
- Leadership concepts deal with organizational, social, and cultural contexts, environmental constraints, and resources.

Leadership integrity is “distinguishing between right and wrong in one’s leadership role and taking steps to ensure justice and honesty, empowering others and enabling them to pursue the worthy goals that are good for themselves and their organizations. Integrity is represented by leaders who distinguish, decide, and do the right things and do in the right ways at the right time. While these complications capture certain aspects that are considered necessary by ethicists (e.g., justice, honesty, ethical behavior, doing the right thing), they are incomplete because they lack a philosophical basis for the virtues of good literature. The integrity of leadership focuses on the highest potential of human systems and is

oriented towards existence and doing a good job. However, the integrity of leadership was considered conceptually synonymous with moral, servant, spiritual, comprehensive, transformative, and patriarchal leadership. Others still treat the integrity of leaders as an authentic ethic and responsibility of administration, more importantly, none of these concepts is based on the literature of morality and virtues (Cameron, 2011: 26).

While different definitions of leadership are reasonable, any definition of leadership integrity must explicitly include the pursuit of the right and admirable goals of the individuals and organizations in which they operate. Therefore, we define the integrity of leadership as distinguishing between right and wrong in one's leadership role, taking steps to ensure justice, honesty and influence, enabling others to pursue the right and noble goals of themselves and their organizations and to help others. Initially, It is the argument that leadership transformation is leadership integrity, where both followers and leaders advance to the highest levels of moral development. The transformative leader is capable of progressing to the traditional post-traditional stage, where they act independently and ethically regardless of the expectations of other individuals. In the same vein, a constructive and developmental personal theory was defined to understand the world and the resulting behavior by leaders. This theory suggests that transformative leaders are likely to advance to an advanced stage of development that includes deep-rooted personal values and standards. integrity, justice, and the preservation of community good), ethical values, noting that indigenous transformative leaders achieve advanced levels of moral development. (Pearce et al., 2006:62).

2.1.2 Driving straightness dimensions

(Wang & Hackett, 2015:5) explains the most critical dimensions of driving integrity as follows:

a. Courage

The courage, in modern literature, is to believe in doing what a person thinks is the right thing, despite the risk of unpleasant consequences. Whereas (courage) as a personal quality allows people to overcome or control fear, especially those fears that hinder people from doing what

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they want to do or think about doing. Hence, courage is a personal trait that enables leaders to do without a doubt, what they believe is right in context. Leaders embody courage when they take actions that may not be common or may expose them to personal risks (Watanabe, 2016:5)

b. Asceticism

The moderate person looks at things in the right way at the correct times, and moderation in contemporary literature as a real personality, i.e., re-controlling the immediate desire (moderation) as a personal quality that enables people to control emotional reactions. Additionally, it somehow modifies their typical desires for beautiful things for biological reasons or cultural reasons such as fame. Moderation is also a legal characteristic that helps leaders control their emotional responses and desires for self-realization, and contemporary scientists have suggested that leaders can prove moderation in some ways, including a precise budget (Vallett, 2010:131).

c. Justice

Justice is seen as an act that lacks respect for others while being seen as a positive character that makes a person respect the rights of others and establish harmony in human relations so that equality is promoted with the common good. Justice is a personal act that stimulates recognition of respect and protection for the rights of others to be treated relatively under standard and emotional standards. In a context where a leader is required to face gaps in interests when duties are assigned between subordinates or when valuable resources are allocated such as money, property, goods, and power (et al., 2010:44 Rambur).

d. Rationality

Rationality overlaps with wisdom in current literature, where knowledge has been defined as a positive personality that excludes a practical reason for distinguishing pure honesty in each circumstance and choosing the right means to achieve it. Rationality is an intention or inclination of the mind that can help the brain to work in the right direction. We do not be careful in personal acting characteristics that enable leaders to make the right judgments and choose the proper means to achieve the right goals. In terms of context, leaders appear when opportunities are thoroughly examined and evaluated in light of the potential consequences (Araújo & Lopes, 2015:2).

e. Humanity

The integrity of humanity overlaps with virtue in existing literature as an arrangement of care and compassion for others and show interest in relationships with others. Humanity has been defined as ethical behavior, which motivates people to modify their practices in proportion to different people (e.g., a friend or acquaintance or partner) and the desire to please others and protect them from pain. Humanity as a personality trait is to love leaders and care for others in context and show understanding (friend) as required when interacting with others such as colleagues, supervisors, peers, subordinates, and community members (Smith, 2013:133).

2.2 Organizational Embeddedness

2.2.1 The concept of Organizational Embeddedness

Matchell (2001) and his colleagues in their tagged paper in the Journal of the Academy of Management (AMJ) presented the organizational structure of the organizational embeddedness to explain why people do not change their employer even when they have the right opportunities elsewhere. The researchers believe that many motives have been forced to dive into the concept of organizational embeddedness. The most important of incentives was the weakness and limitations of the predictive power of the previous intellectual models in explaining the reasons for the departure of workers to the organizations. Although the results of much of the earlier research have indicated that career positions such as satisfaction and organizational commitment, as well as ease of movement, provide alternative jobs have a good relationship with turnover, these results were one of the best and modest. Organizational embeddedness is defined as a wide range of financial, psychological, and social impacts on the survival of the employee in the organization or a set of restricted forces that keep workers in their current jobs. Organizational embeddedness is seen as a conceptual structure related to the retention of the worker, which reflects his decisions to participate directly in issues related to the job. Outside the job, it is a conceptual structure combination of contextual and sensory forces that connect related persons to workplaces (Al-Atawi, 2012:6).

Our work has developed a model that unfolded an understanding; why people decide to leave their jobs? That is, the factors that precipitate

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them may be very different from those that prove survival. However, much less work has focused on the process of staying in the job that relatively less periodic research has explicitly focused on how an employee decides to stay with an organization and what determines this link (Mitchell & Lee, 2001:212).

Embeddedness represents a set of forces that keep the employee in the job (e.g., links within the organization, connections with the job, and the sacrifices associated with leaving the post). Interestingly, although the research indicates a positive relationship with the staff and their performance alike, although the rapid increase in interest given to these formulations has been no attempt to determine whether these combinations are unique, Embeddedness shares some important common characteristics. Hence, it is essential to research to decide whether or not it is truly independent or to predict the extent to which partnership is associated with this goal (Halbesleben & Wheeler, 2008:242).

Organizational embeddedness represents a wide range of ideas that influence an employee's choice to stay in this job and works as a network. Additionally, individual communication ability with many connections is integrated into the cognitive life space. The person can become immersed or embedded in a variety of ways through the critical aspects of organizational embeddedness. The function focuses on the overall level of connectivity, and Organizational Embeddedness represents a wide range of impacts on staff retention.

The critical aspects of Organizational Embeddedness are.

- (a) The extent to which the function and society are similar to other aspects of a person's life.
- (b) How easily that person relates to other persons or activities.
- (c) The ease with which relationships can be broken and what a person sacrifices if he or she leaves these important aspects both (the organization) and outside the organization (society). (Holtom & Inderriede, 2006:440)

2.2.2 The importance of Organizational Embeddedness

Why individuals change their organizations or jobs? The reasons for this are those motives that individuals seek to achieve. Since these factors are not available in the organization, they will suffer from a high turnover

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where working people leave for other organizations and these factors that organizations must provide financial resources and psychological factors as well as the working environment. Also, individuals compare the organizational culture and values with its objectives; this comparison helps the employee's commitment to work in the organization. When the organization engages in the participation of employees on a large and direct scale, it will ensure the survival and stability of the working people in that organization (Nafei A, 2015:216).

Organizational embeddedness contributes to many factors in the organization's favor, as regulatory change contributes to the behavior of corporate citizenship in organizations as well as highlights the importance of embeddedness as a critical indicator of job performance as well as organizational commitment and job satisfaction. It also contributes to reducing absenteeism and turnover in organizations. It helps to reduce the gap between the values and goals of the individual with the values and objectives of the organization, increasing the quality of working life and the demand for volunteering within the organization (Nafei B, 2015:197).

2.2.3 The dimensions of Organizational Embeddedness

There are three dimensions of organizational embeddedness, as described below (Mitchell & Lee, 2001:216):

a. The Bonds

The Bonds are defined as the official or informal links that an individual has with individuals or other groups, both inside and outside the work, and the individual can perceive them as maps describing a network of attachments to friends, family, teams, community groups, etc. The absolute number of such links is an essential factor in determining why one chooses to stay in a job while some links may be more important than others at the initial level of endoscopy. We focus on the overall level of bonding that bonds represent, there is research that supports these ideas, but most of them focus on relationships, one of which develops at work. For example, feeling happy or satisfied with his co-workers was a factor that reduced turnover and argued that commitment to groups, teams, and other individuals at work could

contribute to the overall responsibility and reduce turnover (Mitchell & Lee, 2001:216).

The Organizational Embeddedness theory indicates that several branches connect the employee and his or her family in a social, psychological, and financial network that includes working friends, non-friends, groups, society, and the physical environment in which they reside. Through internet availability, the employee is connected not only to work but also to the organization. Specific linkages may be more important than others, and these differences may be individually distinct, as an example for more experienced nurses, opportunities to represent the organization within the community provide valuable links between these staff and organizations (Holtom & O'Neill, 2004:218).

Links are official and informal contacts between the employee or other persons or groups within the organization (Holtom & Inderriede, 2006:440).

b. Appropriateness

The appropriateness contributes to Organizational Embeddedness, where it is defined as being compatible with the individual's work and non-work settings. Since the general sense of convenience or compatibility will affect the embeddedness or, more specifically, the less willing one to be prepared to leave, the search for the job is more widespread. There is a wide range of research on the subject of fit for the person with the organization. These researches show that organizations tend to be homogenous and that people who do not work will leave, and there is the homogeneity of the personalities of leaders within the organizations (Mitchell & Lee, 2001:216).

Defining appropriateness as the corresponding compatibility of the employee or comfort with the organization and its environment and ensuring that individuals are well suited to the climate of the organization is one way for managers to reduce their initial turnover rate of what is often considered professional in directing value to their specialty and may involve greater interest in technical specialization (Holtom & O'Neill, 2004:218).

The appropriateness reflects the employee's perceived compatibility or comfort with the organization that must correspond to a person's values, career objectives, plans, and greater organizational culture as well

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as immediate job requirements such as knowledge, skills, and functional abilities (Holtom & Inderriede, 2006: 440).

c. Sacrifice.

The sacrifice aims to capture the things that a person must give up when leaving work, as it is the perceived loss of the physical or psychological benefits currently available or that will be available in the future when we leave the organization. We may lose exciting projects or fun privileges that may result in non-portable financial factors such as stock options or specific benefit plans that will keep someone in most cases. These relatively obvious financial sacrifices are also included in current measures of job satisfaction or organizational commitment. Most job satisfaction procedures include elements of sacrificing benefits, and it is known that abandoning such things reduces one's tendency to leave in many cases and can quickly identify these factors and compare them with other work alternatives (Mitchell & Lee, 2001:216).

Sacrificing the perceived cost of material or psychological benefits that may be dropped by leaving the job, for example, going the organization is likely to be a loss; such as leaving desired colleagues or a competent team or unique benefits. The cohesion of the working group is a particularly meaningful way for organizations to increase productivity among the organization's employees. The more staff member leaves, the more difficult it is to leave work with the organization. However, similar salaries and benefits can be easily found in the organization's environment; the transfer costs (e.g., various health-care benefits, daycare programs, or retirement plans) are real and relevant. Furthermore, unscheduled benefits such as benefit allocation or profit-sharing may be found to be negatively related to the turnover (Holtom & O'Neill, 2004:218). The organization sacrifices the perceived costs of the psychological benefits of the organization, which may be dropped by leaving a single job; for example, going an organization is likely to result in personal losses, e.g., abandonment of colleagues, projects or privileges). Whenever the employee surrenders when leaving, the more difficult it is to cut off work with the organization (Holtom & Inderriede, 2006:440).

3. The practical aspect of research

3.1 Encoding the scale paragraphs

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Table (1) Encoding the scale paragraphs

Variable	Paragraphs	Variable	Paragraphs
Straightness of leadership	VL	Organizational Embeddedness	OE
Courage	C	The Bonds	LI
Asceticism	T	Appropriateness	AP
Justice	J	Sacrifice	SA
Rationality	P		
Humanity	H		

3.2 Collecting and examining data

The questionnaires were distributed to a group of employees of the State Real Estate Department in Najaf, where 40 questionnaires were distributed, 38 of which were valid for statistical analysis.

3.3 Descriptive analysis

Table (2) shows the descriptive analysis of the scale and using the rate as a measure of centrality and the use of standard deviation as a measure of data dispersion. The results of the price showed that all paragraphs exceeded the hypothetical medium of 3 (when using the Five-Year Likert scale), indicating the prevalence of all sections and variables in the organization under study. The results of the descriptive analysis showed low rates of standard deviation, indicating the accuracy of respondents' responses and understanding of the paragraphs.

Table (2) Descriptive analysis of scale paragraphs

Paragraphs	Paragraph code	Rate	Lowest value	Maximum value	Standard deviation
Musharraf embarked on a long-term and worthwhile project despite the risk of personal reputation.	C1	4.33	2	5	0.82
Musharraf talks about issues of injustice and personal condemnation despite the risk of a "violent reaction."	C2	4.05	2	5	0.86
My supervisor acts on an ongoing initiative, even in the face of personal risks.	C3	3.74	2	5	0.78

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My supervisor leads the primary change, although it may involve personal risks.	C4	3.51	2	5	0.75
The supervisor avoids fulfilling his wishes at the expense of others.	T1	3.27	2	5	0.83
My supervisor behaves illegally, even when there are opportunities to maximize self-gains.	T2	4.48	2	5	0.70
The supervisor determines the organizational interests of self-interest.	T3	4.27	3	5	0.80
My supervisor reduces personal successes to avoid disturbing others less successful.	T4	4.03	2	5	0.78
My supervisor fairly allocates valuable resources.	J1	3.65	2	5	0.77
Supervisors respect individual interests and rights when allocating responsibilities.	J2	3.39	2	5	0.76
The supervisors of the proceedings are dissolved relatively and objectively.	J3	4.42	2	5	0.72
My supervisor practices the proper thinking in deciding on the ideal courses of action.	P1	4.19	2	5	0.85
My supervisor effectively evaluates the requirements required by any particular situation.	P2	3.85	2	5	0.93
The supervisor oversees the complexity of most cases when making judgments.	P3	3.61	2	5	0.92
My admin uses only the necessary resources to respond to the demands of any particular situation.	P4	3.41	2	5	0.89
My supervisor shows concerns about the needs of subordinates.	H1	4.26	2	5	0.69
Show supervisors of interest and care to peers.	H2	3.90	2	5	0.78
Musharraf expresses concern about the misfortunes of others.	H3	3.60	3	5	0.95
	Straight ness of	3.88	2	5	0.81

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	leadership				
My job requires the same skills and abilities as I have.	AP1	4.23	3	5	0.85
You feel like the organization I work for is perfect for me.	AP2	3.80	2	5	0.90
My values are in line with the values of the organization's culture.	AP4	4.38	2	5	0.72
I feel respected and personally appreciated by my organization.	AP4	4.18	3	5	0.76
The organization supports employee service	LI1	3.89	2	5	0.85
Volunteering in local student programs as mentors or teachers.	LI2	3.55	3	5	0.84
Encourage professional participation in community professional organizations.	KI3	3.26	1	5	1.02
The bonuses I get from my current job are very high.	SA1	4.24	3	5	0.74
I'll take a little bit of the cost if I quit my job at this organization and go to another organization.	SA2	3.96	2	5	0.80
The opportunities for promotion and career advancement are very excellent in this organization.	SA3	3.66	1	5	0.82
I have a lot of freedom in this organization to achieve my goals.	SA4	3.51	2	5	0.91
The benefits I get from my organization are very excellent.	SA5	4.03	2	5	0.82
	Organizational Embeddedness	3.89	2	5	0.84

Source: Smart PLS Output

3.4. Assess the quality of the scale

The measurement model is evaluated in the modeling of the micro-squares (Hair et al., 2014) by three criteria and as shown in table (3):

Table (3) Measurement model assessment criteria

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Standard	Purpose	Acceptable minimum
Cronbach Alpha Coefficient	Test the stability and consistency of the scale	0.7
Composite stability	Test the stability and consistency of the scale	0.7
Average variation extracted (AVE)	Test the honesty of the scale	0.5

Source: Researcher's preparation based on Hair, J. (2014). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Los Angeles: SAGE

Using Smart PLS, the measurement model, which appears in figure 1 below, is built:

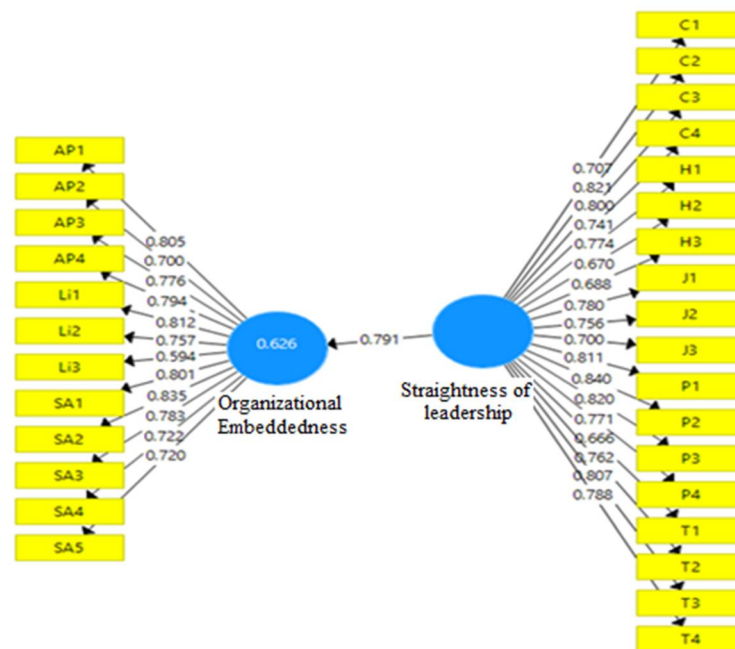


Figure (1) Measurement model for search variables

Source: Smart PLS Outputs

Note: Numbers in stocks represent saturations (paragraph stability)

Table (4) Measurement model test results

Variable	Paragraphs	Saturations	Cronbach Alpha	Composite stability	AVE
Straightness of leadership	C1	0.707	0.957	0.959	0.556
	C2	0.821			
	C3	0.800			
	C4	0.741			
	T1	0.774			
	T2	0.670			
	T3	0.888			
	T4	0.780			
	J1	0.726			
	J2	0.700			
	J3	0.811			
	P1	0.840			
	P2	0.820			
	P3	0.771			
	P4	0.666			
Organizational Embeddedness	Ap1	0.895	0.933	0.936	0.540
	Ap2	0.700			
	AP3	0.776			
	AP4	0.794			
	LI1	0.812			
	LI2	0.757			
	LI3	0.594			
	SA1	0.801			
	SA2	0.835			
	SA3	0.783			
	SA4	0.722			
	SA5	0.720			

Source: Smart PLS Outputs

Table (4) shows the results of the measurement model test with a deficiency in saturation paragraphs. It requires deletion according to the criteria in the table (3). It helps the researcher to modify the model and delete the items (H2, T1, Li3); because their saturation sits below acceptable values, so the model has been modified as shown in figure (2) below:

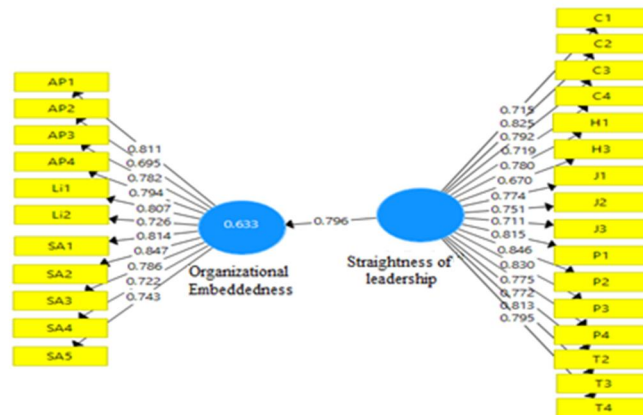


Figure (2) Modified measurement model for search variables

Source: Smart PLS Output

Table (5) Results of the modified measurement model test

The Variable	Paragraphs	Saturations	Cronbach Alpha	Composite stability	AVE
Straightness of leadership	C1	0.715	0.955	0.957	0.573
	C2	0.825			
	C3	0.792			
	C4	0.719			
	H1	0.780			
	H3	0.670			
	J1	0.774			
	J2	0.751			
	J3	0.711			
	P1	0.815			
	P2	0.846			
	P3	0.830			
	P4	0.775			
	T2	0.772			
	T3	0.813			
	T4	0.795			
Organizational Embeddedness	AP1	0.811	0.934	0.935	0.561
	AP2	0.695			
	AP3	0.782			
	AP4	0.794			
	LI1	0.807			
	LI2	0.726			
	SA1	0.814			
	SA2	0.847			
	SA3	0.786			
	SA4	0.722			
	SA5	0.743			

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Source: SmartPLS Outputs

Table (5) shows the results of the modified measurement model test, which showed that all paragraphs achieved acceptable saturation limits, and the variables reached acceptable limits for both Cronbach Alpha, Composite Stability, and AVE.

3.5 Testing the hypothesis of the impact

Impact hypotheses are tested through path coefficients in the structural model, and the structural model in the modeling of micro-squares is assessed according to (Hair et al., 2014) by criteria in the form of criteria and as shown in table (6) below:

Table (6) Structural model assessment criteria

Standard		Threshold (limit)
Moral path coefficient	The value of t	Bigger or equal to 1.96.
	The value of p	Less or equal to 0.05
Explanation factor	R ²	0.25 weak, 0.5 medium, 0.75 high

Source: Researcher's preparation based on Hair, J. (2014). A primer on partial least squares structural equations modeling (PLS-SEM). Los Angeles: SAGE.

To test the hypothesis of the effect the structural model was built and as shown in figure (3) below:

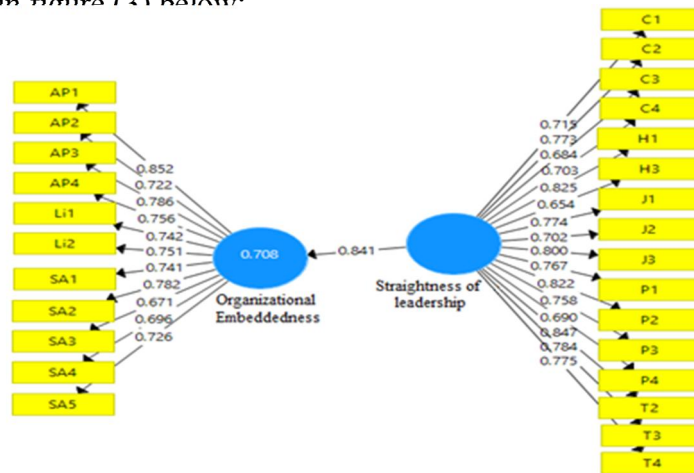


Figure (3) Structural model of search variables

Source: Smart PLS Output

Table (7) Results of structural model analysis

The Path	Track coefficient	R ²	The value of t	The value of p
Organizational Embeddedness → Straightness of leadership	0.841	0.708	16.684	0.000

Source: Smart PLS Outputs

The results of the analysis shown in table (7) showed that the track coefficient (direct impact) was 0.841). The R2 determination factor (interpretation) of (0.708) and to verify the morale of the track coefficient. Both the value of t and p achieve the permissible limits in the table (6), indicating the relationship of impact and therefore accept the central hypothesis that **“there is a moral effect relationship between the integrity of the leadership and the Organizational Embeddedness.”**

The first sub hypothesis: There is a moral effect relationship between the integrity of the leadership and the linkages. It can be proved according to the model of the coefficient of the path, as shown in figure 4:

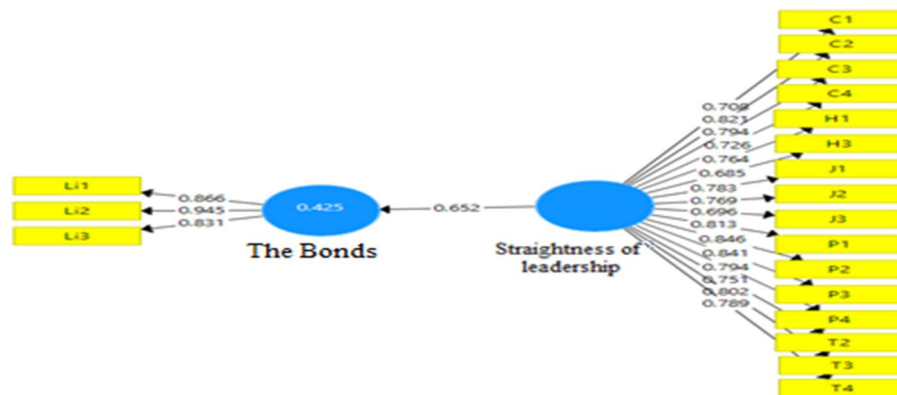


Figure (4) the structural model of the relationship between the integrity of leadership and the bonds

Source: Smart PLS Output

Figure (4) shows that the tracking factor (effect factor) reached (0.652) and by the coefficient of identification (R2) (0.425) and to verify the morality of the theater coefficient, the value of (t) reached (10.267). These values are acceptable, which indicates the morality of the relationship of influence and thus the acceptance of the first sub-hypothesis “there is a moral effect relationship between the integrity of the leadership and the linkages.”

The second Sub-hypothesis: There is a moral effect relationship between the integrity of the leadership and the appropriateness and can be proved according to the model of the coefficient of the path as shown in figure (5):

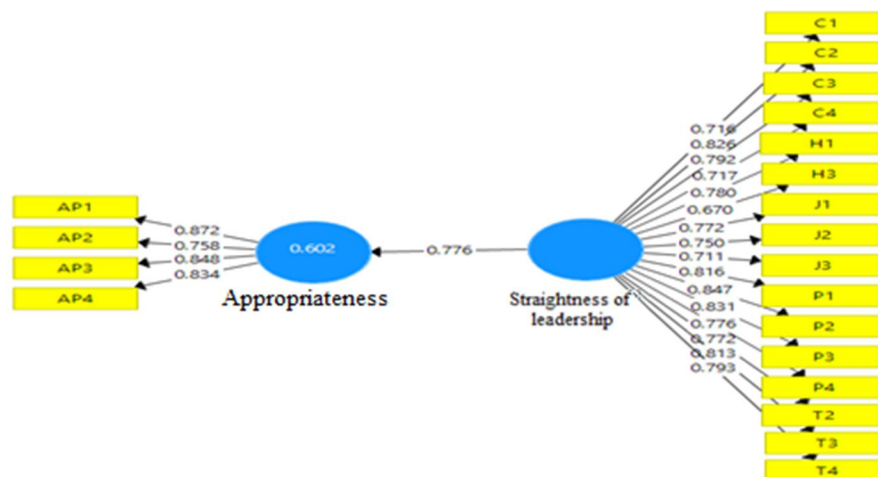


Figure (5) the structural model of the relationship between the integrity of leadership and appropriateness

Source: Smart PLS Output

Figure (5) shows that the tracking factor (impact factor) reached (0.776). By the coefficient of identification (R2) (0.602) and to verify the morality of the theater coefficient, the value of (t) reached (15.993). These values are acceptable, which indicates the morality of the relationship of influence and thus the acceptance of the second sub hypothesis “there is a moral effect between the integrity of the leadership and the appropriate.”

The third sub hypothesis: there is a moral effect relationship between the integrity of leadership and sacrifice. It can be proved according to the model of the coefficient of the path, as shown in figure (6):

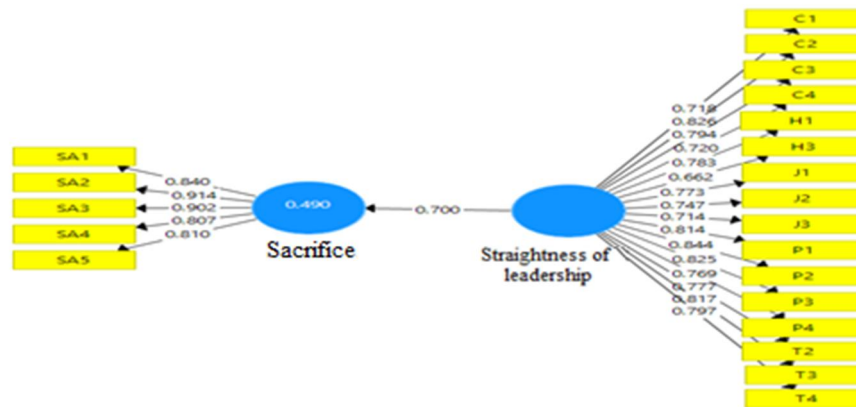


Figure (6) the structural model of the relationship between the integrity of leadership and sacrifice

Source: Smart PLS Output

The results from the above figure showed that the tracking factor (impact factor) reached (0.700) and by the coefficient of identification (R²) (0.490) and to verify the morality of the theater coefficient, the value of (t) reached (8.941) and this value is acceptable, which indicates the morality of the relationship of influence and thus the acceptance of the third sub-hypothesis **“there is a moral effect between leadership straightness and sacrifice.”**

4. Conclusions and Recommendations

4.1 Conclusions

1. The integrity of leadership is based on the ethics of virtue. The integrity of leadership is to distinguish between right and wrong in one's leadership role and to take steps to ensure justice and honesty, to empower others and enable them to pursue the noble goals that are good for themselves as well as their organizations and to help others communicate, thereby contributing to the promotion of negative behaviors in the organization and thus enhancing the organizational integrity of employees.

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2. The use of leadership integrity enables organizations to enhance Organizational Embeddedness in the organization and enhance their performance in a way that is reflected in the study sample.
3. Developing leadership skills, using the methods of leadership integrity in the organization and adapting to changes to achieve its goals in a way that paints a bright picture of the organization and is reflected in the integration of the people working in that organization.
4. It is clear from statistical analysis that the study sample members are entirely and substantially agreed on the use of leadership integrity methods that enhance organizational integrity. It means that the use of such leadership methods by the organization in question will enable them to achieve high performance by ensuring that qualified staff can perform.
5. It became clear through statistical analysis that the study sample members are entirely and clearly in agreement about the characteristics of business organizations with leadership integrity, which means that if the organization uses these characteristics, they will be able to achieve a regulatory effect for their workers.

4.2 Recommendations

1. The researcher recommends the use of mechanisms, strategies, and leadership methods in organizations to adapt to the variables of the current reality of the organizations, which in turn enhances the insurer of the individuals working in them.
2. Emphasizing the need to develop and benefit from the use of the style of leadership integrity to enhance organizational embeddedness, which improves its achievement and adaptation in the work environment that affects the spirit, culture, and values of individual employees.
3. The objectives of the integrity of the organization's leadership and its dimensions must be made most necessary in an environment characterized by cultural changes.
4. Work to adopt the use of standards and characteristics with organizational embeddedness, which is reflected in the processes of improving the reality of Iraqi organizations and their development.
5. To succeed and develop the means of leadership integrity, conduct training processes, and use methods in line with the reality of the

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organization despite the existence of laws, but the changes surrounding it make it adapt to achieve its goals.

6. When using the methods of leadership integrity, a climate that helps to apply them, which creates cooperation and love in decision-making processes, which is reflected in the achievement of performance that is befitting the organization, which ultimately causes the inaction of its employees.

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Introduction

Over the history of humanity, stories of exile and dispossession are always replete with the feelings of loss, pain and mourning. In Adam's exile from Heaven, the captivity of the Jews, the exodus of the Armenians, and the migration of Indians, Arabs and Africans, tragedy and suffering lie at the heart of the exile's journey. According to Edward Said, exile is "the unhealable rift forced between a human being and a native place, between the self and its true home: its essential sadness can never be surmounted" (2002: 173). Originally, the word exile was used to

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refer to a banishment, the practice of compelling a person to depart his country (Ibid). Exiles are similar to, but not identical with refugees, expatriates and émigrés. However, these terms are interchangeable in practice to denote displaced people from their native homelands, even when they voluntarily leave it. In his article "Edward Said and the Space of Exile", Barbour D. John states that “exile is dwelling in a space with a constant awareness that one is not at home. The exile is oriented to a distant place and feels that he does not belong where he lives” (2007: 293).