

Influence of the Organizational Ethical Climate on the Integrity with Guilt Mediator

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Abstract: The purpose of this study is to prove the influence of the ethical climate of the organization on the the integrity of employees by mediator guilt. The number of samples is 100 people from several work units. The data collection technique for the three variables was carried out using a survey using an the integrity questionnaire referring to the the integrity dimension of Du Toit (2015); guilt was measured by Guilt-NBE and Guilt-REP developed by Cohen, et.al (2011) while the organizational ethical climate was measured by (ECQ) developed by Cullen, et al (1993). Data analysis uses the SmartPLS 3 student application which includes measurement model analysis, good fit model testing, and structural model analysis. The results of the analysis prove that there is a significant positive effect of the the organizational ethical climate on the integrity with the mediator of guilt. In addition, the results of the analysis also prove that the ethical climate of the organization has a significant positive effect on guilt; the organizational ethical climate has a significant positive effect on the integrity and the organizational ethical climate and guilt simultaneously affect the integrity.

1 INTRODUCTION

Literature review shows that the definition of the integrity varies, each expert emphasizes the elements that are considered important from the integrity. First, the integrity as wholeness is the overall consistency of behavior, thoughts, and emotions across time and situations, so that a person is seen as a whole, not just isolated aspects of the person. Bauman (2011) defines substantive the integrity as referring to someone who has a morally intact and coherent identity while formal the integrity refers to someone who only has a coherent whole and identity. Second, the integrity as the consistency of words and actions. Palanski (2007) defines the integrity as consistency between words and actions based on a framework of ethical virtues. Third, the integrity as honesty with oneself. Lowe et al. (2004) noted that this dimension of the integrity is related to the psychological concept of authenticity (authentic) in which people have their personal experiences and act according to those experiences. Fourth, the integrity as consistency in adversity. Halfon (1989) explains that people of the integrity typically maintain a consistent commitment to doing their best, even in difficult conditions. Fifth, the integrity as moral or ethical behavior. Engelbrecht

and Du Toid (2015) define ethical the integrity as actions that are in accordance with universally accepted ethical principles, values and norms.

This study focuses on the use of the concept of the integrity developed by Engelbrecht, A.S. cited by Du Toit (2015). The concept of the integrity is compiled based on a literature review on the concept and measurement tools of the integrity that have been described by previous experts and researchers. First, consistency of behavior, behavior refers to ethical behavior; demonstrate the moral courage to behave consistently in adversity and temptation; apply the same basic principles over time and to different situations; practice words/speech despite social and emotional stress. Second, behave based on moral principles (Righteousness). Behave ethically and honorably; practice moral virtues and act on moral principles. This dimension refers to the literature review that shows the integrity often uses the terms "morality" and "ethics" to imply that certain behaviors are consistent with social norms (Craig & Gustafson, 1998). Third Frankness. Act with truth, authenticity and sincerity. People with the integrity will be honest with themselves and with others about their values and principles. Fourth, credible (Credibility), behavior that can be trusted, responsible,

reliable and reliable in accordance with ethical rules and the organizational norms. The credible dimension refers to Barnard, et al. (2008) which states that someone who has ethical the integrity is aware of their responsibilities to others and their responsibilities to people or institutions. Fifth, fairness, namely treating people fairly and with dignity and respect, making impartial and objective decisions, and doing justice for everyone. The dimension of justice is closely related to Bauman's (2013) concept of a morally just person, while Walker and Hennig (2004) assert that there is a strong tendency for individuals to associate the integrity with fair-minded and fair-minded people.

Several studies have proven that there is a significant negative correlation between the integrity and counterproductive work behavior (Toit, 2015; Staden, 2018; Hunter, 2014). Counterproductive work behavior (CWB) is any employee behavior that damages the company's business goals and interests. Counterproductive work behavior takes many forms, including late work hours, theft, fraud, sexual harassment, bullying at work, absenteeism, substance abuse, workplace aggression or sabotage. Based on some of the results of these studies, it can be concluded that the integrity is an important quality for individuals to prevent/fortify themselves from counterproductive work behavior. Therefore, it is necessary to identify the determinant factors that encourage the strengthening of the integrity.

Research by Arnaud & Schminke (2012) on 604 workers from 103 organizations showed a significant positive correlation between other-focus climate and ethical behavior that was stronger ($\beta=0.29$, $p=0.01$) if the collective empathy climate was high. A climate of collective empathy and a high climate of collective efficacy strengthens a significant positive correlation between the Other-Focus Climate and ethical behavior ($\beta=0.21$; $p=0.01$). This study shows that an the organizational climate that is oriented towards others leads to ethical behavior. Meanwhile, Zarghamifard & Fard's research (2019) on public officials in Iraq reveals that the ethical climate becomes an the organizational factor that strengthens the integrity if the procedures, regulations and ethical codes governing behavior within the organization are enforced so that there is a clear disregard for the organizational members between correct behavior and false. Based on the description, it can be concluded that the ethical climate of the organization affects the ethical behavior/the integrity of members of the organization.

Guilt is defined by Greenbaum, et al.(2019) as a negative emotional experience that is triggered by a

person's experience of his own behavior that shows a moral violation. The research of Basile and Mancini (2011) provides evidence of the existence of two feelings of guilt, namely deontological and altruistic guilt, which are induced through different experimental paradigms. Deontological guilt evolves from having a belittled moral authority or norm, whereas altruistic guilt arises from selfish behavior and the distress of others.

Research by Cohen, et al. (2011c) shows that 28 students who act as buyers have a high sense of guilt (NBE) and are considered more honest by the seller ($r = 0.43$; $p = 0.03$). Guilt is positively correlated with ethical behavior as evidenced by several studies. Cohen (2011c) showed 28 students who played the role of buyers had a high guilt (NBE) rated more honest by the seller ($r = 0.43$; $p = 0.03$). (2012) found that research participants who felt guilty displayed more generous behavior to share resources with others, but only to those who had been harmed and only when those people realized that they had been harmed. Xu, H. , et al. (2014) prove that guilt is positively correlated with prosocial behavior ($r = 0.67$; $p < 5\%$). Based on the results of this study, it can be concluded that a high sense of guilt encourages someone to behave ethically.

Victor & Cullen (1988) define ethical climate as "the prevailing perception of an organization that is distinctive in its practices and procedures that have ethical content. Kaptein (2013) explains that it is necessary to enforce regulations in an organization to create an ethical climate. Rule enforcement is related to the way behavioral norms include rules, codes of ethics and work procedures that are expected to be respected and otherwise violations of these regulations are given sanctions. The existence of strict sanctions triggers the emergence of guilt for violators so that they try to identify violation behavior and correct mistakes in the future (Tangney, et.al., 2007). Molina (2016) explains that tolerance for unethical behavior can damage the ethical climate because it leads to the perception of violators that their behavior is acceptable. If the offender perceives that the behavior is acceptable, it reduces or even inhibits the emergence of guilt. The the organizational ethical climate experienced by individuals provides feedback or evaluation of behaviors that trigger individuals to feel guilty.

Based on this explanation, it is found that the organizational ethical climate variables and guilt affect ethical/the integrity behavior. Each variable was examined partially in relation to ethical behavior/the integrity. Existing research has not been able to explain the effect of guilt-mediated the

organizational ethical climate on the integrity/ethical behavior. Therefore, it is important to conduct research to prove: first, the effect of the the organizational ethical climate on the integrity; second, the influence of the ethical climate of the organization on guilt; third, the effect of guilt on the integrity; fourth, the influence of the organizational ethical climate on the integrity behavior with guilt as a mediator variable; and fifth, the influence of ethical climate and guilt simultaneously on the integrity.

2 METHOD

2.1 Participant

The research subjects were 100 employees company of X in Gresik City. The research subjects were between 20 years old and 39 years old. As many as 79% are between 20-29 years old, the remaining 21% are between 30-39 years old. Male gender is more that 78% while the remaining 22% female. Education level varies, 45% have high school or vocational education; 13% have Diploma (D2 or D3) education; as many as 37% have a bachelor's degree (S1) and a number of 5% have a master's degree. Research subjects came from technical work units as much as 51% and 49% non-technical. 51% working period of 1-5 years; 35% working period of 6-10 years and the remaining 14% working period of 11 years and over.

2.2 Measurement

There are three research variables, namely the integrity as the dependent variable; guilt as a mediator variable and ethical climate as an independent variable. The integrity is defined by Du Toit, D. (2015) as actions that are in accordance with universally accepted ethical principles, values, and norms. The integrity is a multidimensional construct consisting of several dimensions including behavioral consistency, benevolence, candor, credibility and fairness. The integrity is measured questionnaire referring to the the integrity dimension of Du Toit (2015). Each item/statement is given 5 answer choices, namely strongly agree a score of 5; agree score 4; neutral score 3; disagree score 2 and strongly disagree score 1.

Table 1: Samples Item of Ethic The integrity Test.

Dimension	Item
Behavior Consistency	I behave consistently in a manner that conforms to moral norms
Righteousness	I use my moral beliefs in making decision
Frankness	I speak the truth even under pressure from others
Credibility	I admit and take responsibility for the mistakes I made
Fairness	I treat others with respect

Guilt is measured by Guilt-NBE (Negative Behavior Evaluation): the tendency to feel guilty for bad behavior that has been done consists of 4 items and 4 Guilt-REP (Repair): the tendency to make corrective responses to personal violations or failures consisting of 4 items. Each statement that describes the situation is given 7 answer choices, namely very unlikely a score of 1; impossible score 2; slightly unlikely score 3; about 50% maybe a score of 4; little score 5; maybe a score of 6; very likely a score of 7.

Table 2: Sample Items of Guilty.

Dimension	Item
Guilt-Negative-Behavior-Evaluation (NBE)	You secretly commit a felony. What is the likelihood that you would feel remorse about breaking the law?
Guilt-Repair	You reveal a friend's secret, though your friend never finds out. What is the likelihood that your failure to keep the secret would lead you to exert extra effort to keep secrets in the future? What is the likelihood that you would avoid the guests until they leave?

The ethical climate of the organization is defined by Victor and Cullen (1987) as a shared perception of ethically correct behavior and the ways in which ethical problems are handled within the organization. Ethical criteria include: egoism (Egoism)-maximizing self-interest; benevolence-maximizing common interests; and principles - adherence to applicable duties, regulations, laws or standards. The locus of analysis includes individual, local, and cosmopolitan. Each statement is given 6 answer choices, namely completely wrong score 1; mostly wrong score 2; slightly wrong score 3; somewhat correct score 4; mostly correct score 5; completely correct score 6.

Table 3: Sample Items of The organizational Ethical Climate.

Dimension	Item
Team Play	People are very concerned about what is generally best for employees in the company
Rule and Procedure	The successful people in this company strictly adhere to company policies.
Efficiency	Efficient solutions to problem solving are always sought in the company
Social Responsibility	The people in this company have a strong sense of responsibility to the community
The Law and Professional Code	People are expected to adhere to laws and professional standards above any other considerations.

2.3 Data Collection

The company gave permission to collect data online due to the covid 19 pandemic, so that the distribution of questionnaires to respondents was carried out online using the google.form media. Data collection is about one month. After collecting data, the next step is to score the questionnaire responses that have been filled in by the respondents and tabulate the scoring results into an excel sheet.

2.4 Data Analysis

Data analysis using SmartPLS, which includes measurement model analysis, good fit model analysis and structural model analysis. Data processing with

SmartPLS, which includes measurement model analysis, good fit model analysis and structural model analysis.

3 RESULTS OF ANALYSIS

3.1 Measurement Model Analysis

Convergent validity requires the loading value of each item of 0.6 or more. The table in the outer loading column shows that there are 20 items in the integrity construct having loading values ranging from 0.637 to 0.899. The guilt construct contains 6 items with a loading value between 0.634-0.814. There are 14 the organizational ethical climate constructs that have loading values ranging from 0.614 to 0.748. All indicators of all constructs have loading values greater than 0.6. This means that a set of indicators represents one latent variable and underlies the latent variable.

The mean extracted variance (AVE) was also examined for each construct, Chin (1998) suggesting a threshold value of AVE=0.5. The AVE the integrity value is 0.678 while the AVE guilt value is 0.56. The AVE ethical climate value is 0.458. This means that one latent variable is able to explain more than half the variance of its indicators in the average.

There is cross loading data, namely the magnitude of the loading value of each indicator compared to the loading value with other constructs. All indicators show that the loading value is greater than the loading value with other constructs.

Discriminant validity means that two conceptually different concepts must show adequate differences. Discriminant validity can be determined by comparing the AVE root value with the correlation value between constructs.

Table 4: Summary of Validity Test.

Construct	Indicator	Outer loading	Average of variance extracted	Cross Loading (CL) dengan Construct Lain	
THE INTEGRITY (Y)	CB1	0,863	0,678	CL <	0,863
	R2	0,741		CL <	0,741
	Fr3	0,627		CL <	0,627
	C4	0,893		CL <	0,893
	Fa5	0,823		CL <	0,823
	CB6	0,745		CL <	0,745
	Fr8	0,844		CL <	0,844
	C9	0,868		CL <	0,868
	Fa10	0,885		CL <	0,885

Table 4: Summary of Validity Test (cont.).

Construct	Indicator	Outer loading	Average of variance extracted	Cross Loading (CL) dengan Construct Lain	
THE INTEGRITY (Y)	CB11	0,854		CL <	0,854
	R12	0,814		CL <	0,814
	C14	0,863		CL <	0,863
	Fa15	0,849		CL <	0,849
	CB16	0,810		CL <	0,810
	R17	0,782		CL <	0,782
	Fr18	0,766		CL <	0,766
	Fa19	0,899		CL <	0,899
	R20	0,800		CL <	0,800
	Fr21	0,875		CL <	0,875
	Fa23	0,794		CL <	0,794
GUILTY (Z)	G2	0,711	0,56	CL <	0,711
	G3	0,761		CL <	0,761
	G4	0,634		CL <	0,634
	GR5	0,774		CL <	0,774
	GR7	0,814		CL <	0,814
	GR8	0,782		CL <	0,782
ETHICAL CLIMATE (X)	5BL	0,640	0,458	CL <	0,640
	6PL	0,615		CL <	0,615
	8BC	0,728		CL <	0,728
	9PC	0,662		CL <	0,662
	14BL	0,725		CL <	0,725
	15PL	0,679		CL <	0,679
	16EC	0,656		CL <	0,656
	17BC	0,746		CL <	0,746
	18BC	0,700		CL <	0,700
	23BL	0,633		CL <	0,633
	24PL	0,670		CL <	0,670
	25EC	0,614		CL <	0,614
26BC	0,748		CL <	0,748	
27PC	0,636		CL <	0,636	

Table 5: Comparison of AVE Roots and Correlation Between Construct.

	Akar Kuadrat Ave	Integrity	Guilty	Ethic Climate
INTEGRITY	0,823	1	0,616	0,0,518
GUILTY	0,748	0,616	1	0,342
ETHICE CLIMATE	0,677	0,518	0,342	1

If the AVE root value is greater than the correlation value between constructs, then the constructs have adequate differences.

Based on Table 5. it can be seen that the value of the square root of the AVE the integrity construct, compared to the correlation value with the guilty and ethical climate constructs. The value of the square root of the guilty construct AVE is greater than the correlation value of the integrity and ethics climate. The square root value of the AVE ethical climate construct is greater than the correlation values of guilty and the integrity. This means that each construct shows adequate differences.

Table 6: Summary of Reliability Test.

Construct	Cronbach's Alpha	Composite Reliability	Conclusion
Integrity	0,975	0,977	very good reliability
Guilty	0,845	0,883	very good reliability
Ethice Climate	0,908	0,922	very good reliability

There are two reliability tests, namely Cronbachs Alpha and Composite Reliability. Alpha Cronbach's reliability coefficient on the five constructs is more than 0.8 which means it shows very good reliability.

Table 8: Summary Path Coefficient dan Values t-Statistik.

Path	Path Coefficient	t-values	p-values	Conclusion
Ethical Climate → Integrity	0,348	3,769	0,000	Hypotesis Supported
Ethical Climate → Guilty	0,342	3,613	0,000	Hypotesis Supported
Guilty → Integrity	0,497	6,283	0,000	Hypotesis Supported
Ethical Climate → Guilty → Integrity	0,170	2,925	0,004	Hypotesis Supported

The composite reliability indicator for all constructs is also more than 0.87.

3.2 Goodness of Fit Model Test

Goodness of Fit Model testing aims to: a) determine the predictive power of the model, by looking at the Q-Square Guilty = 0.05 and Integrity = 0.308. The second Q-Square construct > 0, it means the model has a relevant predictive value; b) determine the feasibility of the model and data to test the effect of the variable, which is indicated by the value of SRMR = 0.077 < 0.10, meaning that the model has the feasibility to test the effect of the variable.

Table 7: Q-Square.

	Integrity	Guilty
Q-Square	0,308 > 0	0,05 > 0

3.3 Structural Model Analysis

Structural model analysis is carried out in 3 ways, namely calculating the t-statistic value, f value and R value.

- a. The t-statistic value aims to test the significance of the construct, the t-statistical value with a significance level of $\alpha=5\%$, $t=1.96$, the t-statistical criteria > 1.96 is considered significant. The path coefficient shows the nature of the correlation between constructs, indicating a positive direction.
- b. The f-square value
The f-square value aims to determine the partial effect. Based on the table, it can be seen that Guilty partially has a high influence on the integrity. The influence of Ethical Climate on The integrity is moderate, while the influence of Ethical Climate on Guilty is weak.

Table 9: f-square.

	Guilty	The integrity
Ethical Climate	0,132*	0,208**
Guilty		0,425***

*** =strong; **=medium; *=weak

- c. R-square value to determine the magnitude of the simultaneous effect

The value of R-square aims to determine the magnitude of the simultaneous effect of several independent variables. Based on the table it is known: a) the R² value of the Guilty construct is 0.117, meaning that the Ethical Climate construct is able to explain the variance of the Guilty construct of 11.7%; b) the R² value of the integrity construct is 0.487, meaning that the Guilty and Ethical Climate are simultaneously able to explain the integrity variance of 48.7%.

Table 10: R-square.

	Guilty	The integrity
R-square	0,117	0,487

4 DISCUSSION

The magnitude of the coefficient of the partial influence of the organizational ethical climate variables on the integrity is 0.348; t-statistic 3.769>1.96 and p=0.000<0.05. An increase in one unit of the organizational ethical climate will increase the integrity by 34%. The results of the study prove that partially there is a significant positive effect of the organizational ethical climate on the integrity. The value of f² = 0.208 indicates that partially the influence of the the organizational ethical climate on the integrity is moderate.

The the organizational ethical climate in this study includes the dimensions of compliance with the organizational rules and procedures, compliance with laws and professional codes of ethics. Several previous studies examined the impact of the organizational ethical climate on ethical behavior. Fritzsche (2000) found legal climate, professional code of ethics and independent climate were associated with ethical behavior. Deshpande & Joseph (2009) found independent ethical climate has a significant positive relationship with ethical behavior. Rothwell & Baldwin (2007) prove that a friendly climate or team ethical climate is positively related to the willingness to engage in whistleblowing.

Influence of the organizational ethical climate on the integrity, provides a new contribution in exploring the impact of the ethical climate of the organization.

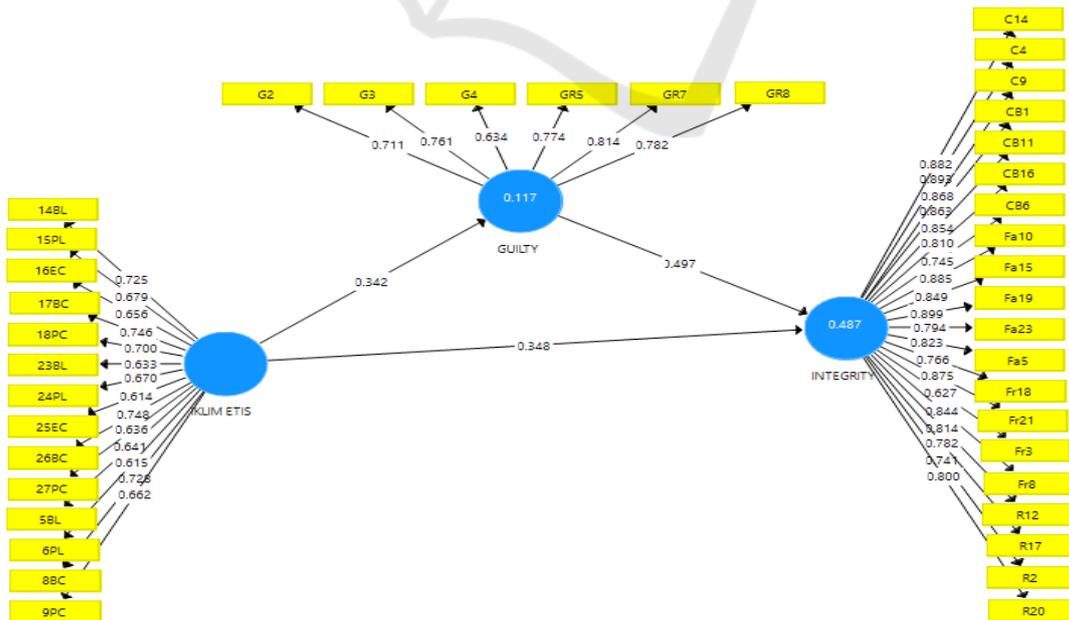


Figure 1: Structural Model.

Wisera (2016) explains that not all ethical behavior can be assessed as the integrity. Only ethical behavior that is carried out on the basis of universal moral principles and values can be called the integrity. So the integrity includes two things, namely ethical behavior that is shown to be based on universal moral principles held by individuals.

The magnitude of the coefficient of partial influence of the organizational ethical climate variables on guilt is 0.342; t-statistic $3.613 > 1.96$ and $p = 0.000 < 0.05$. An increase in one unit of the organizational ethical climate will increase guilt by 34%. This means that partially there is a significant positive effect of the organizational ethical climate on guilt. Victor & Cullen (1988) define ethical climate as "the prevailing perception of an organization that is distinctive in its practices and procedures that have ethical content. Kaptein (2013) explains that it is necessary to enforce rules within an organization to create an ethical climate. Behavioral norms include rules, code of ethics and work procedures that are expected to be respected and otherwise violations of these regulations are subject to sanctions. The existence of strict sanctions triggers the emergence of guilt for violators so that they try to identify violation behavior and correct mistakes in the future (Tangney et al., 2007).

In line with Kaptein (2013) and Tangney et al. (2007), Bohns and Flynn (2012) propose the need for the organizational design to cause guilt as an affective reaction to employee failures/mistakes in carrying out their duties and responsibilities. Bohns and Flynn (2012) explain and define "environment" as a set of external cues that characterize work settings so that employees take in information that can be used to interpret each new situation experienced. The social environment provides cues that individuals use to construct and interpret events. Furthermore, Bohns and Flynn (2012) explain that providing specific feedback on employee mistakes and failures in carrying out certain tasks is one way to create an the organizational climate that causes guilt. Bohns and Flynn (2012) explain that Kluger and DeNisi (1996) conclude that specific feedback is an important moderator in determining the effectiveness of feedback interventions for improving work behavior.

The influence of the the organizational ethical climate on guilt is classified as weak, indicated by the value of $f^2 = 0.132$. The results showed that the determinant coefficient of guilt was 0.117, meaning that the ethical climate was only able to explain the guilt variance of 11.7% and the rest was explained by other variables. Personality, moral identity, internal

attribution, age and gender affect the emergence of guilt. Einstein & Larning (1998) showed a significant positive correlation between agreeableness and guilt-empathy ($r = 0.38$, $p < 0.05$). Agreeableness describes personality characteristics that are easy to forgive, gentle, flexible and patient.

Moral identity is a concept in moral psychology that refers to the importance of morality to one's identity. Aquino and Reed (2002), moral identity consists of two aspects, namely internalization and symbolization. Internalization refers to the extent to which certain moral characteristics are important for a person's self-concept, while symbolization refers to the extent to which these moral characteristics appear in everyday life. Guilt and shame reflect the need for consistency and self-coherence between actions/behaviors and their moral identity. Research by Kavussanu, et. al (2015b) showed a positive correlation between moral identity and guilt with a value of $r = 0.263$ and $p = 0.00$. Lefebvr and Krettenauer (2019) also showed a positive correlation between moral identity and self-evaluative emotions (guilt and shame) with the value of $r = 0.33$ and $p = 0,000$.

Research by Cohen et al. (2011) shows that there are differences in Guilt-NBE (Negative Behavior Evaluation) and Guilt-REP (Repair Behavior) guilt scores on differences in gender, race, and age. Women's Guilt-NBE and Guilt-REP scores were higher than men's. At the older age, the Guilt-NBE and Guilt-REP scores were much higher than the younger age. The results of research by Tracy & Robins (2006), one of which found internal, unstable and controllable attribution factors as the cause of failure had a positive effect on guilt. Attribution means understanding the behavior of oneself or others based on the perception of self; quality, character, or truth that is considered to be the cause of something. Attributions are grouped into three dimensions of causality, namely: locus of control—internal and external; stability—whether the cause changes over time or not controllability—the reason a person can control one's skills and the cause of someone not can control the actions of others and others.

The magnitude of the coefficient of the partial effect of the guilt variable on the integrity is 0.497; t-statistic $6.283 > 1.96$ and $p = 0.000 < 0.05$. This means that partially there is a significant positive effect of guilt on the integrity. Partially, the effect of guilt on the integrity is quite strong as indicated by the value of $f^2 = 0.425$.

Cohen, et al. (2012) explained that knowing a person's level of guilt tendency will help to predict a person's likelihood of reducing unethical behavior.

This can happen because the anticipation of feeling guilty about bad behavior that has been done shows that someone has internalized moral values. External supervision is not necessary to prevent moral transgression if the individual tends to have a high sense of guilt, instead, conscience guides the individual.

The magnitude of the coefficient of the influence of the the organizational ethical climate variable on the integrity through guilt is 0.17; t-statistic $2,925 > 1.96$ and $p = 0.004 < 0.05$. This means that there is a positive indirect effect of the the organizational ethical climate on the integrity through guilt. An increase in one unit of the organization's ethical climate will increase the integrity through guilt by 17%. The results of the study prove that there is an influence of the ethical climate of the organization on the integrity with the mediator of guilt. Based on the explanation above, it can be seen that the direct influence of the ethical climate on the integrity is greater than the indirect effect of the ethical climate on the integrity.

The value of the determinant coefficient of the integrity is 0.487, meaning that guilt and the organizational ethical climate are simultaneously able to explain the variance of the integrity of 48.7%. These results indicate the interaction between guilt and the organizational ethical climate as a fairly strong predictor of the integrity. However, there are still 0,513 % other variables that affect the integrity. The results of the literature review found several factors that affect the integrity/ethical behavior, namely human resource system, the organizational transparency, complaint system and ethical leadership are factors in individual perception of the external environment. Internal factors including moral reasoning, personal values, personality. Moral reasoning is one of the internal factors that directs someone to show ethical/the integrity behavior. Weber & Green's (1991) research on 73 business students proved that there was a significant relationship between moral reasoning and ethical the integrity ($\chi^2 = 15,946$, 4 d.f., $p = 0.003$). Seale (2018) proves a positive relationship between moral intelligence and the integrity ($r = 0.650$; $p < 0.01$). Styadi (2018) proves the influence of the values of openness to change (contributing 11.2%), self-transcendence (10.2%) and conservation (contributing 14.6%) to the integrity. Personality represents the process of subject or individual involvement in internal and external influences which include genetic or biological factors, social experiences and environmental changes. Pratama & Supriyadi (2014) found that personality activity ($r = 0.160$; $p < 0.01$); sociability

($r = 0.130$; $p < 0.05$) and reflectiveness ($r = 0.132$; $p < 0.01$) were positively correlated with the integrity. Seale (2018) shows a positive relationship between transparency and the integrity ($r = 0.272$; $p < 0.01$).

5 CONCLUSION

Based on the results of data analysis, it can be concluded that it can be concluded: first, there is a significant positive effect of the organizational ethical climate on the integrity; second, there is a significant positive effect of the organizational ethical climate on guilt; third, there is a significant positive effect of guilt on the integrity; fourth, there is a significant positive effect of the organizational ethical climate on the integrity with guilt as a mediator variable; and fifth, there is a significant positive effect of ethical climate and guilt simultaneously on the integrity.

To encourage employee the integrity, efforts are needed to foster an the organizational ethical climate. The ethical climate of the organization that is grown includes having attention to the work team; having social responsibility towards the community; complying with the organizational rules and procedures; comply with the law and professional code of ethics and have efficient work behavior. In addition to an ethical climate, organizations also need to design organizations that can cause guilt.

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