

LEADERSHIP INTEGRITY AND TEAM EFFECTIVENESS: AN EMPIRICAL ANALYSIS OF THE ROLE OF ORGANIZATIONAL CULTURE

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ABSTRACT

The study has its main objective to empirically analyze the role of culture in organizations. As leadership is considered one of the most important factors towards motivation and then organizational performance, however it may not work without integrity. And when we talk about integrity, in organizations for leadership integrity, it takes a lot of time to be established and maintained. Similarly, when leadership integrity may be established, it is postulated that teams can work better and perform more efficiently. To test the proposition, after developing theoretical framework, data were collected from respondents. To analyze the data, SPSS software was employed and results were generated accordingly. Findings of the study show that both hypotheses got accepted and hence recommendations for future researchers and practitioner, this study can be really useful.

Keywords: Organizational culture, Motivation, Performance, Leadership integrity.

INTRODUCTION

Experts claim that an effective work place environment in any organization encourages satisfied employees to influence the growth of the organization through achieving the set strategic goals. Such environment eliminates dissatisfaction, anxiety and frustration in Employees, which in turn leads to effectiveness and high productivity. First of all, it is worth considering that managing and retaining effective human resource has been a greater challenge for organizations. Secondly, human resource is considered to be the most valuable asset of any organization so there is need to address issues related to managing this valuable asset. Thirdly the poor human resource practices also hinder the achievement of the desired goals. Here comes the role of leadership that drives the employee's potential and align it with the overall strategic goals of the organization.

Researchers have found that there are multiple problems faced in the organizations like uncertain future, managing the finance, managing performance of employees, implementation of policies and procedures, managing compliance, managing the talent and competencies of the employees, managing the data, managing valued services offered to customers, maintaining the reputation of the organization and managing the change in competitive corporate environment. In addition to all such problems, there are those who argue that managing team effectiveness is also emerging as a greater challenge for organizations. Managing team effectiveness not only influences the growth of organization but also boosts moral and builds a win-win perception among all team members. There can be multiple reasons for the said problem.

Literature shows that effectiveness of a team, is also termed as team performance which can be defined as the capacity of a team to attain its set goals and objectives (Information, 2015). Reasons behind team effectiveness according to available literature are cohesiveness, communication, groupthink, homogeneity, role identity, stability, team size, innovative ideas, improvement of efficiency and effectiveness, quality improvement, boosting morale of employees, cohesion of groups and teams, supporting opportunities of growth and development, desire of accomplishing the assigned tasks, minimum interference of the managers, strong and long lasting working relations among the employees.

In addition to all these reasons, Leadership Integrity can also play a vital role towards team

effectiveness. It is defined as; “Integrity is the unquestionable supreme quality of a leader. No real success is possible without it, whether it is on a setting gang, on the field of football, in any army or an office.” (James R. Hill, 2008). The other reasons or factors that hinder team effectiveness are lack of leadership example, tribal mentality lack of clarity lack of synchronization, unwillingness to change, lack of social interaction, long meetings, large groups, not addressing the truth, wrong team members, not listening to new ideas.

Leadership integrity is eminent for building strong relationship between leader and the employee. Leaders are known for their strong character and competence which are undoubtedly the supreme qualities of a great leader. On the other hand employees or subordinates link integrity with good intentions and kindnesses of the leader. Leaders who have integrity are able to build trust among their colleagues thus leading to team effectiveness. This leads to loyal customers and increase in profits. Leadership integrity is must for maintaining highly effective teams that consistently hit their objectives. Effective teams get things done timely and members are more engaged in both their work and in their relationships with other team members. Team effectiveness leads to achievement of overall strategic goals set by the organization.

Organizational culture plays a moderating role by facilitating the achievement of team effectiveness. If organizational culture is supportive then, it becomes easier for a leader to build team more effectively. On the other hand, some organizations fail to provide an environment to support leader-employee relationship. The culture of any organizations represents its strategic and core values. Organizational culture can be observed through the way decisions are made in that organization, whether from the top management or from the bottom and whether the employee are able to present their thoughts and what they feel about the decisions without the fear of getting discouraged by their leaders or top management. A better Organizational culture supports employees through different benefit plans and by recognizing employees and give reward for excelling at their work.

REVIEW OF LITERATURE

Based on literature review, team effectiveness, which is also considered as team performance can be defined as the capacity of a team to attain its set goals and objectives. This capacity of achieving the overall strategic goals can lead to better results for all team members such as satisfaction of working together and willingness to remain together in the future. The results may also include outcomes produced and influenced by the team as a whole. If we consider a team working in the field of science, the results may include new findings or methods in research and applications of the research conducted.

Today, to gain competitive advantage and succeed in the global economy, majority of the organizations are depending on workforce that is dispersed geographically. Such organizations build teams that have the best expertise and knowledge from across the globe, equipped with knowledge of the local promising markets. These organizations believe in international pluralism and diversity. They bring employees from across different culture together who have diverse experiences and varied perspectives regarding the strategic challenges faced by the organization. This helps leading companies to compete and attain strategic advantage in challenging business environment.

It is observed that educational institutions and Not for Profit Organizations (NGOs) are also implementing different strategies to build team effectiveness through leadership integrity provided with a supporting organizational culture. Leadership Integrity plays a vital role in building and managing team effectiveness. On the other hand encouraging organizational culture is necessary to achieve the desired goal.

The degree of complexity of the workflow structure of the team task is the second critical consideration for understanding, managing and improving the effectiveness of a team” (Mueller, 2011). In organizations, where the structures are simple, the contributions of individual employees are gathered together in a fixed serial sequence. In a team having multidisciplinary traits, members who are trained in different fields or disciplines pool their expertise in a additive way. While complex structures fail to do so. They incorporate the knowledge and tasks integration through feedback links and collaboration. This makes the quality of each team member’s interaction more eminent for effectiveness of the whole team. Team Effectiveness in Indo-Pak Subcontinent is equally important as internationally by the organizations to grow. Organizations are implementing the western polices, theories and practices to build effective teams to attain the overall strategic goals of the Organization.

Leadership Integrity

Integrity is the most indispensable trait in and supreme quality of leadership. Based on literature,

employees who trust their managers or leaders, engage in in-role and extra-role attitudes and behaviors representing their organizations (Gavin, 2005). While behavioral integrity is related to trust in leaders or manager and organizational commitment (Brian R. Dineen, 2006). Effective leadership plays vital role in building a progressive and supporting working culture in the organization. Employees follow their leader's integrity and character. They listen to their leader when he or she keeps the promises made, leads by example and work for the development of employees. Standards of integrity are necessary to achieve the strategic goals in any organization. There is need to examine the shifting norms in organizational leadership and administration that illustrate a loss of professional integrity. This may cause discontent, anxiety, and loss of meaning about the work at workplace.

Organizational Culture

Organizational culture plays vital role in enabling employee to play their possible role for the growth of the organization. The better the culture, the better the employee feel comfortable to perform well. Organizational culture is becoming more and more popular and promising field of study, with the better understanding the nature of work, employee's workplace attitudes and behaviors and performance in the context of the culture of their organization (Institute, 2020).

The set of shared underlying assumptions about what is valued in an organization, how employees behave and what are their beliefs and what is normal in that organization can be termed as organizational culture (Schein 2000)

Organizations are evolving their efforts can be observed to provide functional responses to the problems faced in the organizations. Specific traits about the organizational culture are generated through the type, vision and mission of an organization. We believe that higher education hews conceptually to a moral compass that is in turn derived from a positive ethical stance about the relationships of people to one another and their work in the academy (Wilcox & Ebbs, 1992; Perlman, 1998). It is from this standpoint that we reflect upon trends (and our experiences of them) that we believe are undermining the integrity of the civic enterprise of and within higher education. We see a growing crisis in higher education – particularly in the increasingly common behaviors by academic leaders and administrators that embody how colleges and universities are ‘behaving badly’ toward their professors, employees, students, and society at large (Watson, 2008). This pattern has been labelled as ‘bullying’, characterized by the prevalence of aggression, marginalization, alienation, and institutionalized disrespect (Keashly & Neuman 2010).

Literature on integrity shows two meanings: a relationship to moral or ethical principles and behavior (on the one hand) and a demonstrated consistency of behavior (on the other). The possibility of conflict between these two elements complicates the role that integrity can (and, we believe, should) play in professional behavior. This conflict is captured by the Stanford Encyclopedia of Philosophy in its admission that: Integrity is one of the most important and oft-cited of virtue terms. It is also perhaps the most puzzling. For example, while it is sometimes used virtually synonymously with ‘moral’, we also at times distinguish acting morally from acting with integrity. Persons of integrity may in fact act immorally – though they would usually not know they are acting immorally.

Thus, one may acknowledge that a person can have integrity - i.e consistency of behavior – while holding weak or even inhumane moral views. Literature on professional integrity in health care and social work addresses this conflict (Banks, 2010; Edgar & Pattison, 2011). These fields recognize that moral or ethical principles are central to integrity. We agree, though we also recognize that reasonable conflicts exist in which both sides lay claim to moral or ethical principles, such as with abortion rights and physician-assisted suicide, where opposing perspectives both claim to act with integrity and moral certitude. Our concern about integrity in the academy is an outgrowth of the view that society is best served by higher education when colleges and universities encourage students – through the learning process – to pursue ‘lives of significance and responsibility’ (Sullivan & Rosin 2008). Thus, we believe that higher education – and education more generally – is a central component of a healthy democratic society. This conceptual core can be read consistently from John Dewey (1916) through recent and contemporary scholars such as Paulo Freire (1998), bell hooks (2003), Martha Nussbaum (2010), and others, as well as in voluminous scholarship on the influence of Dewey and others on educational theory and method (Benson et al., 2007; Saltmarsh & Hartley, 2011). Given this, professional integrity requires that we embrace positive moral standards that support a healthy democratic society. Through our case analysis, we explore standards of integrity that are necessary to achieve goals in higher education. In doing so, we examine shifting norms in

academic leadership and administration that illustrate a loss of professional integrity (and a rise in bullying and other conflicts) at those ranks that causes faculty anxiety, discontent, and loss of meaning about our work (Berg et al., 2016). This pattern affects students who quickly pick up on the dysfunction among their professors. We believe that higher education hews conceptually to a moral compass that is in turn derived from a positive ethical stance about the We believe that higher education hews conceptually to a moral compass that is in turn derived from a positive ethical stance about relationships of people to one another and their work in the academy (Wilcox & Ebbs, 1992; Perlman, 1998). We believe that higher education hews conceptually to a moral compass that is in turn derived from a positive ethical stance about the relationships of people to one another and their work in the academy (Wilcox & Ebbs, 1992; Perlman, 1998). It is from this standpoint that we reflect upon trends (and our experiences of them) that we believe are undermining the integrity of the civic enterprise of and within higher education. We see a growing crisis in higher education – particularly in the increasingly common behaviors by academic leaders and administrators that embody how colleges and universities are ‘behaving badly’ toward their professors, employees, students, and society at large (Watson, 2008).

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This legacy of scholarship underscores our belief in the values and role of the academy. Saltmarsh and Hartley (2011:10) capture this view eloquently: ‘The norms of a culture of democratic education are determined by values such as inclusiveness, participation, task sharing, and reciprocity in public problem solving, and an equality of respect for the knowledge and experience that everyone contributes to education and community building.’ Given this, professional integrity requires that we embrace positive moral standards that support a healthy democratic society. Through our case analysis, we explore standards of integrity that are necessary to achieve goals in higher education. In doing so, we examine shifting norms in academic leadership and administration that illustrate a loss of professional integrity (and a rise in bullying and other conflicts) at those ranks that causes faculty anxiety, discontent, and loss of meaning about our work (Berg et al., 2016). In turn, this pattern affects students who quickly pick up on the dysfunction among their professors. It is from this standpoint that we reflect upon trends (and our experiences of them) that we believe are undermining the integrity of the civic enterprise of and within higher education. We see a growing crisis in higher education – particularly in the increasingly common behaviors by academic leaders and administrators that embody how colleges and universities are ‘behaving badly’ toward their professors, employees, students, and society at large (Watson, 2008).

Team Effectiveness

For an organization to grow, there are a lot of activities happen such as communication an interaction between the employees that work together in an organization. Good activities depend upon the ability of a team to create understanding of a shared task. It also includes the process to be followed and the roles and duties of each team member. Based on literature review, it is observing that over the last many years, a large number of organizations have started to adopt team building approach. Team is

built on the assumption that the decisions made by a team are better and superior than then decisions made by individual employees (Tracy M Lara, 2008). However, this requires every team member to play their possible role by being proficient in both relations skills and technical knowledge and abilities (Burpitt, 1997).

Undoubtedly, the contribution of every team member is very important in making an effective team. But the team needs desired support and facilitation by the organization, in terms of resources, equipment and leadership. Many organizations have proper mechanisms to manage team's performance. The purpose of an effective team is considered to produce good or a service. So, performance of any team is considered as the most frequently used tool for team effectiveness. However, it is not the only way to assess team effectiveness. We can assess team effectiveness through multiple approaches such as supervisors and team members.

Leadership Integrity and Organizational Culture

Based on literature review, Organizational culture and leadership are intertwined (Schein). Effective leadership plays vital role in building a progressive and supporting working culture in the organization. Employees follow their leader's integrity and character. They listen to their leader when he or she keeps the promises made, leads by example and work for the development of employees.

In 1985, Bass elaborated the existing link or relationship between the leadership of the organization and the culture of the organization. He examined that how the different leadership styles create impact on the organizational culture. In his research, he explains that the transactional leaders try to operate and behave within the defined limits of the existing organizational culture of any organization while on the other hand leaders who believe in transformational leadership style tend to change the existing culture of the organization and bringing it in line with their set vision (Venkat R. Krishnan, 1998). Studies show that Leadership Integrity has impact on Organizational Culture. Leadership integrity builds a culture of trust and honesty within the organization.

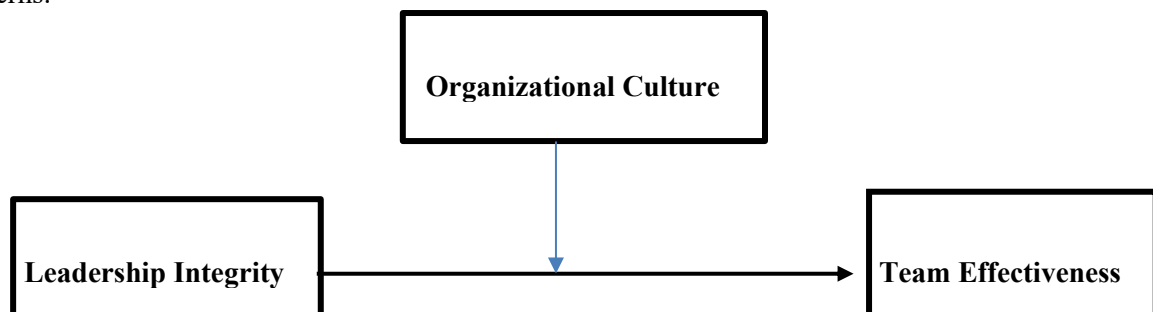
Organizational Culture and Team Effectiveness

One of the organizational characteristics is the culture of an organization. An effective organizational culture provides platform for team to perform efficiently and effectively. Studies show that a team's performance is greatly affected and influenced by the existing culture of the organization. As organizational culture is believed to be the values, beliefs and the perceptions of employee working in any organization, it is necessity for team work in the organization. It holds a team together leading to holding an organization as a whole.

Studies have been conducted in many organizations and sectors. Better organization leads to job satisfaction among employee which in turn leads to team effectiveness. Team effectiveness is the result of cooperation, respect, coordination, communication, availability of necessary resource to accomplish assigned tasks and work culture (Jr., 2006). High performing teams are result of good and supporting organizational culture while bad organizational culture may lead to dissatisfaction, anxiety and frustration in employees, which in turn leads to ineffectiveness and low productivity (Tedla, 2016).

THEORETICAL FRAMEWORK

The theoretical framework is shown below. It depicts the topic under investigation and the interaction patterns.



In this theoretical framework, it is explained that the independent variable i.e. leadership integrity positively impacts the dependent variable i.e. team effectiveness. The moderating variable moderates the association of both the dependent and independent variables. To sum up, there can be multiple reasons behind team effectiveness but leadership integrity has a greater impact on gaining team members trust thus leading to attainment of teams and overall organizational goals. A better organizational culture can facilitate smooth relationship between leader and team members. Hence

the hypotheses:

H¹ Leadership Integrity has positive and significant impact on team effectiveness.

H² Organizational Culture moderates the association between Leadership Integrity and team effectiveness.

RESEARCH METHODOLOGY

Research is a leading tool towards progress of any organization. The purpose of research is to discover the answers to questions by applying a methodology. Research methodology is the way to carry out the research. It includes the techniques and procedures which are used in identifying, selecting, processing and analyzing the available information about the research topic. It comprises of qualitative and quantitative research methodology. Here we are trying to analyze how leadership integrity impacts team effectiveness in development sector. The respondents are being examined in terms of their gender, age and experience in this study.

The one design chosen for the research is aimed towards the employees working in development sector. In South Asian countries like Pakistan, the development sector is growing and flourishing rapidly to boost the economy. The “Aggregate Socioeconomic Index of development”, shows that Pakistan holds the strongest position among the 3rd world countries. In Pakistan, the development sector has emerged as leading and supporting place to work in. It is full of opportunities for people to shape lives and careers. All the young minds, bright students and even experienced professionals can now build a meaningful, satisfying and financially sustainable career in this field. The research data was gathered from Middle Level Managers of Development Sector and the population size was selected from the NGOs working in Islamabad and Rawalpindi.

Instruments for Data Collection

In this research the information was gathered by using a questionnaire based on a 5 points scale. The options against each question were 1: strongly disagree, 2: disagree, 3: neutral, 4: agree, 5: strongly agree. The questionnaire had four components. The first section, included nine items to assess the leadership integrity. In this section item number 6 (Has it in for me) was difficult to be understood. The second section, included twenty-four items to assess organizational culture and the third section, included eleven items, to assess team effectiveness. The fourth and last section included the demographics details such as experience, education, age and gender. In this study, the researcher ensured validity and reliability.

Data Collection and Analysis

As proposed by Hoerl (2008), a sample of more than 200 respondents is sufficient for analysis of data. In the year of 1975 Roscoe, proposed the sample size to be 30-500. This proposed sample size should be used for analysis. Considering these proposed sample sizes, 300 questionnaires were distributed using a convenience sample approach, and 110 more questionnaires were shared online to minimize the risk of a lower response rate of the respondents and to get the desired results. A total of 200 replies were obtained from the 300 distributed surveys, while 55 responses were received via the online issued forms. The total number of surveys distributed were 410 and 255 total replies were received. The respondents' age ranged from 28-45 years. The study is conducted on middle level managers of development sector in Islamabad and Rawalpindi.

Data Analysis

The obtained data was entered into SPSS which is a widely used program for statistical analysis in social science. The obtained data was subjected to a series of tests, such as reliability and validity testing, correlation testing, demographic analysis testing and hypothesis testing. In hypothesis testing, both the hypotheses were accepted.

Reliability Statistics

The reliability can be defined as the total or the overall consistency of a measure. A measure will be considered as to have much or high reliability when it produces similar results under the same or consistent present conditions. We may say that reliability of a measure as the ability or the capacity to replicate a test or findings of a study (Hafer, Bègue, & Choma, 2017).

The reliability can be measured by statistical tools like Cronbach's alpha is used for measuring the internal consistency of any test. That shows, how much the set of items are in a group are closely related to each other. Internal reliability can be calculated for tests with numerous potential responses to find the reliability of the given multiple question surveys such as Likert scale. Cronbach's alpha tests are used to check whether the multiple question Likert Scale is reliable or not. These questions can measure the latent variables such as: an employee's conscientiousness, openness and neurosis, which are actually very much difficult to measure in real life research.

Table 1
Reliability Analysis

	Cronbach's Alpha	N of Items
Leadership Integrity	.709	9
Organizational culture	.931	24
Team effectiveness	.904	11

According to above given tables, high alpha value might show that the test items are highly connected with each other. While on the other hand, it can be affected by the quantity of items in the test. Large quantity of objects may lead to a huge or larger, whereas a small number of items may lead to a lesser or smaller. If the alpha value is higher, there are chances that the questions may be redundant. On the other hand, a low alpha score value can depict or indicate that the exam has limited or insufficient questions in it.

Demographic Analysis

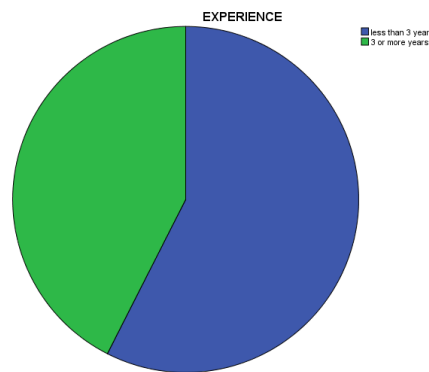
Demographic Analysis comprises events like education, gender age and cumulative experience. This estimates the frequency of important events, such as age and experience, as well as linked events has traditionally been a key demographic activity.

Table 2
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
EXPERIENCE	254	1.00	2.00	1.4252	.49535
EDUCATION	254	1.00	3.00	2.4606	.76253
AGE	254	1.00	4.00	2.2362	.85240
GENDER	254	1.00	2.00	1.4094	.49270

Table 3
EXPERIENCE

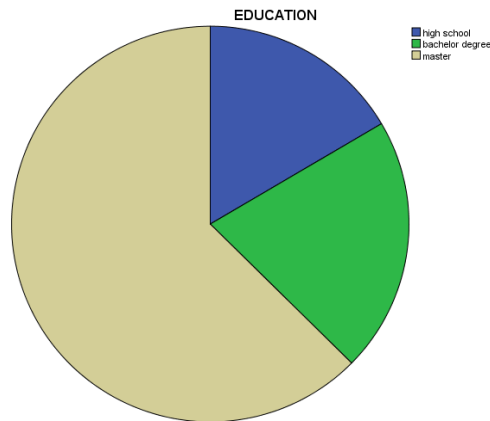
	Frequency	Percent	Valid Percent	Cumulative Percent
< 3 years	146	57.5	57.5	57.5
3 or > 3 years	108	42.5	42.5	100.0
Total	254	100.0	100.0	



The study findings in Table show the respondent's experience / duration of service at the organization. Majority of the respondent's i.e. 42.5% had 3 or more than 3 years' experience and 57.5% were having less than 3 years of experience i.e. these results or findings show that most of the respondents had worked long enough to be familiar with the factors that can easily influence the Team Effectiveness.

Table 4
EDUCATION

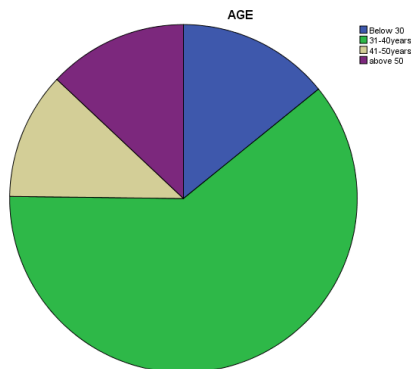
	Frequency	Percent	Valid Percent	Cumulative Percent
High School	42	16.5	16.5	16.5
Bachelor's Degree	53	20.9	20.9	37.4
Masters	159	62.6	62.6	100.0
Total	254	100.0	100.0	



The findings of the study in above Table show that the 16.5% of the respondents had held High School. 20.9% of the respondents held Bachelor degree while 62.6% held Master/ PH.D holder's certificates. These findings indicate that most of the employees have acquired the required education that makes them knowledgeable enough to provide information on factors that influence the Team Effectiveness.

Table 5
AGE

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 30	36	14.2	14.2	14.2
31-40 years	155	61.0	61.0	75.2
41-50 years	30	11.8	11.8	87.0
above 50	33	13.0	13.0	100.0
Total	254	100.0	100.0	

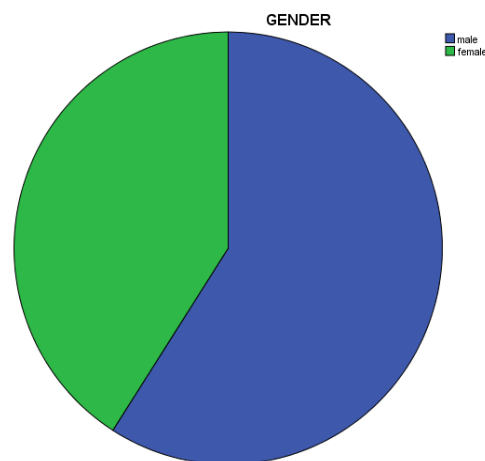


The findings in Table show that 14.2 % participants were below 30 years of age. 61.0% were between 31 and 40 years of age. The proportion of 11.8% respondents was between 41 and 50 years of age and 13.0% were above 50 years of age. The findings of study indicate that selected respondents or employees have different ages i.e. youth, middle aged and the old people. The findings of this

study also show that most or majority of the participants were between 31 and 40 years of age, therefore they had experience of the factors that affect and influence Team Effectiveness.

Table 6
GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	150	59.1	59.1	59.1
	female	104	40.9	40.9	100.0
	Total	254	100.0	100.0	



Here the findings in Table show that 59.1% were male respondents and on the other hand 40.9% were female respondents. The findings of this study show that the information collected that Team Effectiveness reflected perspectives from both genders.

Correlation Analysis

In correlation analysis, it is tended to see if there is any relationship between two or more than two variables or data sets. It is also to observe that for how long that relationship between the variables may last. If it is studied in terms of market research, Correlation Analysis can be used for analysis of quantitative data pooled together from using different research methods like polls, surveys. It is used to identify whether there are any connections, underlying patterns or trends existing between the variables. Here, below tables show actual research context. Correlation analysis has been used to examine the available quantitative data gathered through different research methods as surveys questioners thus determining whether there are any connections or links between the three variables i.e. Leadership Integrity, Organizational Culture and Team Effectiveness.

Table: 7
Correlation Analysis

		Leadership Integrity	Organizational Culture	Team Effectiveness
Leadership Integrity	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	254		
Organizational Culture	Pearson Correlation	.269**	1	
	Sig. (2-tailed)	.000		
	N	254	254	
Team Effectiveness	Pearson Correlation	-.048	.784**	1
	Sig. (2-tailed)	.448	.000	

N

254

254

254

** . Correlation is significant at the 0.01 level (2-tailed).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.829 ^a	.687	.684	.44849

a. Predictors: (Constant), Organizational Culture, Leadership Integrity

The above table shows that correlation analysis has been used to assess associations between variables. Sign of the coefficient can be used to determine the direction of the connection. All associations are found to be positive as a result of the study.

Regression Analysis

Regression analysis can be defined as set of different statistical methods used to determine the estimation of association or relationships between dependent variable and one or more than one independent variable. It is used for assessing, how much the relationship between variables is strong and it is also utilized for establishing the future relationship between the variables. Regression analysis supports the emerging researchers to accurately establish the exact elements or factors which are very much important and the factors or elements that can be ignored, and how these factors interact with each other. (Kumar, 2020). Multiple linear regressions have been used in the analysis which is sufficient to show the relationship between leadership integrity and team effectiveness.

Table: 8
Coefficients Table
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.069	.352		3.036	.003
	Leadership Integrity	-.617	.081	-.279	-7.601	.000
	Organizational Culture	1.271	.054	.859	23.421	.000

a. Dependent Variable: Team Effectiveness

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.971	1.882		6.360	.000
	Leadership Integrity	-3.167	.440	-1.431	-7.197	.000
	Organizational Culture	-1.595	.490	-1.078	-3.257	.001
	Moderating Variable	.669	.114	2.513	5.884	.000

a. Dependent Variable: Team Effectiveness

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.851 ^a	.725	.722	.42117

a. Predictors: (Constant), Moderating variable, Leadership Integrity, Organizational Culture

Hypotheses Testing

The two main hypothesis of the research are firstly Leadership Integrity has positive and significant impact on team effectiveness and secondly Organizational Culture moderates the association between Leadership Integrity and team effectiveness. As a result, the review of the available data indicates that the both of the hypothesis H1 and H2 are correct and accepted.

Table: 9
Hypotheses Testing

Hypotheses	Approved / Rejected
H1	Approved
H2	Approved

CONCLUSION

It is concluded that team effectiveness is the necessity for organizations to grow in the competitive environment. Data obtained and what is learned from previous researches show that leadership integrity plays vital role in enhancing team effectiveness in the organizations.

An organization that focuses on employee's ability to work as a team lead to achievement of the strategic goals of the organization. Leadership integrity is much important for team effectiveness. Employee trust the leadership when it fulfils the criteria of integrity. When leaders gain the trust of employee by honoring and fulfilling the promises that made. The survey conducted on 255 middle level managers in the development sector in Rawalpindi and Islamabad. The general evaluation of the research findings shows that there is a significant and positive effect of leadership integrity on team effectiveness. The employees working as an effective team is dependent on leadership integrity in the development sector.

RECOMMENDATIONS

The middle level managers can be given more and more trainings on team effectiveness and an environment of high trust can be built within the organization by the leadership. Leadership integrity must be treated as supreme trait of any leader. The promises made shall be honored by the leadership of the organization. Organizations can encourage frequent employee recognition and should create positive employee experiences. Teams can be given the authority they seek and provide guidance and facilitation. Team effectiveness shall be encouraged through Reinforcing a shared purpose, providing role clarity, promoting enabling processes, providing awareness about of emotional security, encouraging a collaborative spirit, through Growth orientation and a believe that Teamwork matters. Daily workflow can be made more efficient.

Future researchers are encouraged to work on other variables and factors that can influence leadership integrity, organizational culture and team effectiveness.

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