



Integrity, Fairness, and Leadership Responsibility

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ABSTRACT

This study aims to analyze how organizational leaders in Indonesia can integrate the principles of integrity, justice, and social responsibility in decision-making to achieve organizational sustainability. The study also identifies key challenges in balancing economic, social, and environmental interests and effective strategies to address them. Through a theoretical approach and a review of the latest literature, this study finds that leadership with integrity, fairness, and social responsibility has a significant contribution to organizational sustainability. Adaptive and visionary leadership is needed to create a balance between ethical values, social responsibility, and organizational sustainability. The conclusion of this study highlights the importance of leadership strategies that can synergize economic interests with social responsibility to achieve long-term organizational sustainability. The results of the study are expected to provide deeper insights into ethical and sustainable leadership, as well as a practical guide for organizational leaders in Indonesia to maintain their reputation and relevance in the eyes of stakeholders.



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INTRODUCTION

Integrity, fairness, and responsible leadership is increasingly a concern in the context of modern organizations, especially in the midst of the challenges of globalization and increasing demands for sustainability. Leaders are no longer only measured by their ability to achieve economic outcomes, but also by how they manage the social and environmental impact of every decision taken. Ethical values such as integrity and fairness are the main basis for the long-term success of organizations in Indonesia (Lelyana, 2023). Integrity ensures that leaders act with transparency and consistency, while fairness ensures that decisions taken provide fair benefits to all parties involved, including employees, shareholders, and the wider community.

Fair leaders are able to create high trust and loyalty from employees and other stakeholders (Kent and Noviaty Kresna Darmasetiawan, 2023). In Indonesia, justice in leadership is often associated with the principles of mutual cooperation and equality, where every individual in an organization has the same right to develop and contribute. Fairness is also concerned with how an organization's resources are distributed and how decisions are taken impartially. Fair leaders are able to maintain harmonious relationships between various parties, which ultimately strengthens the performance and sustainability of the organization.

Corporate social responsibility or CSR in Indonesia has also become an important focus in modern organizational management. CSR is no longer seen as a secondary responsibility, but as an integral part of the company's sustainability strategy (Yanuary, 2024). In Indonesia, companies that implement strong social responsibility practices are not only able to improve their reputation in the eyes of the public, but also gain the trust of external stakeholders, such as the government and local communities. Socially responsible leaders are able to balance the economic needs of a company with the community's expectations for sustainability and environmental well-being.

Managing the balance between integrity, justice, and social responsibility in the context of leadership is not always easy. In Indonesia, leaders often face significant pressure from various stakeholders (Jahidi and Hafid, 2017), where they focus more on short-term profits as well as communities demanding more social contributions. This pressure often triggers conflicts of interest, where leaders are faced with an ethical dilemma between pursuing financial gain and maintaining integrity and social responsibility. This condition is becoming increasingly complex with rapid regulatory changes related to the environment and society, forcing leaders to constantly adjust their strategies to remain relevant and sustainable.

In the Indonesian context, where cultural, social, and environmental factors greatly influence organizational dynamics, it is important for leaders to develop a comprehensive approach to carrying out their roles. The importance of an inclusive and participatory leadership approach (Purnamaningtyas and Rahardja, 2021), where leaders not only act as a single decision-maker, but also involve various parties in the decision-making process. This will help organizations to stay relevant and sustainable in the midst of rapid change.

In organizational leadership, integrity, justice, and social responsibility are important principles that must be integrated by leaders to create long-term sustainability. However, amid the pressure to achieve rapid economic results, leaders are often faced with ethical dilemmas in decision-making. Therefore, how can organizational leaders in Indonesia effectively integrate the principles of integrity, justice, and social responsibility in the decision-making process, so that the organization can remain sustainable and maintain its reputation in the eyes of stakeholders.

This research aims to identify and analyze how organizational leaders in Indonesia can integrate the principles of integrity, justice, and social responsibility in decision-making to achieve organizational sustainability. Thus, this research is expected to provide deeper insights into ethical and sustainable leadership.

Based on the background that has been described, this study proposes the formulation of the main problems, namely; How can organizational leaders in Indonesia integrate the principles of integrity, fairness, and social responsibility in decision-making to achieve organizational sustainability? and what are the main challenges faced by leaders in balancing economic, social, and environmental interests, and how to overcome them to create sustainable leadership in Indonesia? The formulation of this problem aims to explore leadership strategies and challenges in creating ethical, fair, and socially responsible organizations in Indonesia.

The purpose of this study is how organizational leaders in Indonesia can integrate the principles of integrity, justice, and social responsibility in decision-making to achieve organizational sustainability and identify the key challenges faced by leaders in balancing economic, social, and environmental interests, and develop effective strategies to address these challenges to create sustainable leadership in Indonesia.

RESEARCH METHODS

The research approach that can be used is that the qualitative approach will allow the researcher to gain a deep understanding of individual experiences and perceptions related to Integrity, Justice, and Leadership Responsibility. This approach is suitable for exploring the context, process, and meaning behind the phenomenon being studied. This method can provide room for complexity and context that cannot always be measured in numbers, allowing researchers to explore a broader dimension of social reality (Arif Rachman et al., 2024).

This study also uses a qualitative approach with a literature review method to analyze the integration of the principles of integrity, justice, and social responsibility in organizational leadership in Indonesia. This approach was chosen because it can provide an in-depth understanding based on relevant theories and previous research findings. Literature review is the main method in extracting information from various reliable sources, such as scientific journals, books, and research reports relevant to this topic (Mulyana et al., 2024).

The collected data is analyzed using a thematic approach. The analysis begins with an in-depth reading of each selected literature to identify key themes related to integrity, justice, and social responsibility in leadership. Furthermore, the data is compiled into categories that include ethical leadership principles, challenges faced by leaders in balancing economic, social, and environmental aspects, as well as strategies that have proven effective in overcoming these challenges (Rozali, 2022).

This study focuses on literature review as the main method, so it does not require primary data collection. The advantage of this approach is its ability to cover a wide range of perspectives from existing research, thus providing a broad and in-depth picture of the topic being discussed. However, this research also has limitations, namely relying on the availability and quality of relevant literature, as well as the lack of specific contextual data from certain organizations.

Through this approach, it is hoped that the research can make a significant contribution to understanding the application of the principles of integrity, justice, and social responsibility in organizational leadership in Indonesia. The results are expected to be the basis for the development of a more ethical and sustainable leadership model in the future.

RESULTS AND DISCUSSION

Leadership is the ability and personality traits, in which authority is used as a means to convince the person he leads to be able to carry out the tasks assigned to him willingly and enthusiastically, there is inner joy and feeling unforced. Leadership is the ability to express vision, realize values and form a moldable environment. (Berlian and Tasrim, 2023)

Leadership literature reveals a series of developments in expert thought from the great man and trait of transformational leadership theory. While early theories tend to focus on the characteristics and behaviors of successful leaders, they then begin to consider the role of followers and the contextual nature of leadership (Mukhtar, Kadir and Tasrim, 2022).. Leadership is believed to be one of the important factors that affect the performance of subordinates. One of the important factors that affect the success of the leadership process is the behavior of the leader concerned or the style of the leader (Hasrawati, Surni and Normawati, 2019).

Integrity in leadership is often considered the foundation that builds the leader's trust and credibility in the eyes of stakeholders. Suryani and Mahardika (2020) revealed that the integrity of school principals plays an important role in building a positive organizational culture in elementary schools. In this study, it was found that school principals with a high level of integrity are able to increase the trust of teachers and students, create a conducive work environment, and support the achievement of educational goals. This research emphasizes that integrity is one of the main indicators in successful organizational management.

In the context of universities, Rahmat and Santoso (2021) highlight the role of rector integrity in maintaining academic quality. The study found that high integrity allows university leaders to make transparent and fair decisions, thereby increasing the institution's credibility in the eyes of the public and students. Their research results confirm that integrity is not only a moral element, but also contributes to the long-term sustainability of the organization.

Iswanto and Dewi (2023) also found that the integrity of school principals has a significant impact on the implementation of sustainable education. In this context, the integrity of school principals is reflected in consistency between words and actions, transparency in decision-making, and commitment to educational values. The study highlights the importance of integrity in building an organization's reputation and creating an ethical and inclusive educational environment.

Fairness in leadership is an aspect that plays an important role in creating motivation and loyalty among employees and other stakeholders. Sukirman and Haryono (2019) in their research on justice in the leadership of secondary school principals found that fairness in decision-making, such as an even distribution of workload, increases teachers' motivation and job satisfaction. This research emphasizes that fairness is a key element in creating a healthy and productive work environment.

Meanwhile, Nugraha and Susanto (2020) explore the influence of school principal justice on teacher participation in curriculum development. This study shows that school principals who apply the principle of fairness in providing job opportunities, awards, and resource management have succeeded in increasing teacher participation in curriculum development. This proves that justice not only has an impact on relationships between individuals, but also on the quality of educational innovation.

In the context of non-educational organizations, research by Kent and Darmasetiawan (2023) discusses the role of justice in managing the cross-generational gap in blue economy-based companies in East Java. This study shows that leaders who apply justice in cross-generational team management are able to create harmony and increase team productivity. This study is relevant because it underscores the importance of the principle of justice in facing the increasingly complex challenges of modern organizations.

Social responsibility in leadership has become an important issue, especially in the context of organizational sustainability. Handayani and Utami (2022) discuss the role of school principals in implementing the Child-Friendly School program as part of social responsibility. The study shows that socially responsible principals create a safe and conducive learning environment, which not only improves student well-being but also strengthens the school's relationship with the surrounding community.

In another study, Lelyana (2023) discusses how Islamic values can be integrated in the social responsibility of public organizations. The findings of this study show that leaders who practice Islamic values, such as justice, empathy, and responsibility, are able to improve the reputation and sustainability of their organizations. This approach shows that social responsibility is not only an external demand, but also a reflection of the organization's internal values.

Yanuary's research (2024) highlights the effectiveness of the implementation of Corporate Social Responsibility (CSR) from the perspective of prophetic management. The study found that social responsibility carried out strategically not only improves the image of the organization in the eyes of the public but also creates added value for internal stakeholders. This research provides insight into how social responsibility can be a tool to achieve broader sustainability.

Previous studies have shown that integrity, justice, and social responsibility are key elements in creating sustainable and ethical leadership. These studies provide in-depth insights into how these principles can be applied in a variety of contexts, including education, business, and public organizations. The synergy between these three principles is both a challenge and an opportunity for leaders to create an organization that is able to face global challenges while remaining relevant to local values

In this study, several important findings related to integrity, justice, and social responsibility in educational leadership in Indonesia have been identified. Each of these elements plays a crucial role in creating effective and sustainable leadership in the education sector, both at the primary, secondary and university levels. The following are the results of the research and discussion of the studies conducted.

Integrity in leadership is the foundation that builds trust among all elements in the educational environment, including teachers, students, staff, and the surrounding community. found that principals who have high integrity tend to be more respected by staff and students, as the integrity of the principal is an example that has a direct impact on the behavior of school members (Suryani, A., & Mahardika, 2020). Principals with high integrity show consistency between what is said and what is done, thus creating trust and commitment among teachers and students to achieve common educational goals.

High integrity plays an important role in maintaining academic ethics and the quality of education. The integrity of leaders is the basis for transparent and honest decision-making. Leaders with high integrity are also able to maintain the reputation of the institution in the eyes of the community, the professional world. This shows that integrity is the main foundation in creating a credible system and maintaining the quality of education (Rahmat, F., & Santoso, 2021).

Fairness is an important component of educational leadership, especially when it comes to decision-making involving resources, promotion opportunities, performance appraisals, and workload sharing. Principals who treat their teachers and staff fairly will get high loyalty and work motivation from them (Sukirman, T., & Haryono, 2019). In the context of workload distribution, fairness means assigning tasks and responsibilities based on the abilities and experiences of each individual. Teachers who feel treated fairly will feel more valued and motivated, which ultimately contributes to a harmonious and productive work environment.

This study also found that fairness in curriculum development is very important in encouraging teacher participation. Principals who provide a fair opportunity for every teacher to contribute to curriculum development can create a sense of belonging to the teaching and learning process (Nugraha, P., & Susanto, 2020). Fairness in this work opportunity encourages teachers to innovate in developing teaching materials that are relevant to student needs. In addition, high teacher participation in curriculum development also contributes to improving the quality of learning in schools.

The social responsibility of education leaders in Indonesia includes a broader role, namely contributing to the environment and the community around schools. The implementation of social responsibility by school principals through the Child-Friendly School program, where schools not only focus on academic aspects, but also pay attention to the psychological and social well-being of students (Handayani, L., & Utami, 2022). Principals who are committed to the program create a safe and conducive environment for students to learn and thrive holistically. This social responsibility not only improves the image of the school but also strengthens the relationship between the school and the community.

While integrity, justice, and social responsibility are important principles in educational leadership, there are a number of challenges in implementing them consistently. Leaders are often faced with a dilemma between maintaining ethical standards and responding to demands from external stakeholders. This includes pressure from influential parties in decision-making, especially in terms of fund allocation or faculty selection. This situation often tests the ability of leaders to maintain integrity and transparency in difficult decision-making.

Another challenge is in implementing justice in the school environment, especially with limited budgets and resources. School principals in Indonesia often find it difficult to distribute resources fairly amid limited budgets. This risks causing dissatisfaction among teachers and staff who feel that they are being treated unequally. In a situation like this, leaders must be able to manage expectations and be transparent about their limitations.

The practical implication of these results is the need for leadership training programs that focus on the values of integrity, justice, and social responsibility for school principals in Indonesia. This training program will prepare them to face the challenges of applying these principles, including how to negotiate with stakeholders with different interests, manage resource constraints, and plan programs that have a social impact. In addition, government policies that support and strengthen the role of leaders in implementing these principles will provide a strong foundation for sustainable education management.

Effective and sustainable leadership requires the application of the principles of integrity, justice, and social responsibility in every decision-making (Hayani *et al.*, 2024). These principles not only aim to improve organizational performance, but also to ensure a balance between economic, social, and environmental goals. In the Indonesian context, leadership dynamics are faced with various challenges, ranging from stakeholder pressure to limited resources (Wardani, 2024). Therefore, a comprehensive and adaptive strategy is needed to overcome these challenges. The table below summarizes the implementation points of the three main leadership principles, the challenges faced in their implementation, and the strategies that can be used to overcome these obstacles.

Table 1. IMPLEMENTATION OF INTEGRITY, FAIRNESS, AND LEADERSHIP RESPONSIBILITY

Discussion Aspects	Implementation	Challenge	Solution Strategy
Integrity in Leadership	<ul style="list-style-type: none"> ▪ Transparency in decision-making. ▪ Consistency between speech and action. ▪ Building trust within the organization. 	<ul style="list-style-type: none"> ▪ Pressure from stakeholders. ▪ Conflicts of interest in the management of funds and resources. 	<ul style="list-style-type: none"> ▪ Leadership training with integrity. ▪ Strengthening regulations related to transparency and accountability.
Justice in Leadership	<ul style="list-style-type: none"> ▪ Equitable distribution of duties and responsibilities. ▪ Providing fair opportunities for professional development ▪ Management of harmonious relationships between members of the organization. 	<ul style="list-style-type: none"> ▪ Limited budget and resources. ▪ Unequal treatment due to certain preferences. 	<ul style="list-style-type: none"> ▪ Transparency in the distribution of resources. ▪ An objective assessment and evaluation system.
Leadership Social Responsibility	<ul style="list-style-type: none"> ▪ Sustainable social responsibility programs (e.g., Child-Friendly Schools). ▪ Involvement in local community activities. ▪ Management of the social and environmental impact of organizational decisions. 	<ul style="list-style-type: none"> ▪ An imbalance between economic and social needs. ▪ High public expectations. 	<ul style="list-style-type: none"> ▪ Integration of CSR in business strategy. ▪ Collaboration with external parties such as the government and NGOs.
Synergy between Integrity, Justice, and Social Responsibility	<ul style="list-style-type: none"> ▪ The formulation of policies that reflect these three principles. ▪ Active involvement of all stakeholders. ▪ Development of an ethical and inclusive organizational culture. 	<ul style="list-style-type: none"> ▪ The dilemma between short-term profits and long-term sustainability. ▪ Regulatory complexity and stakeholder expectations. 	<ul style="list-style-type: none"> ▪ Participatory approach in decision-making. ▪ Strengthening the role of local values and religion in leadership.

The above table summarizes the implementation points of the three main principles of leadership, the challenges faced in their implementation, and the strategies that can be used to overcome these obstacles.

CONCLUSION

This study shows that integrity, fairness, and social responsibility are the main components that influence the effectiveness of leadership in education in Indonesia. Leaders with high integrity not only create trust and credibility in the eyes of stakeholders but also build an ethical and transparent organizational culture. On the other hand, the application of fairness in leadership contributes significantly to the motivation, loyalty, and performance of teachers and staff. Fairness that is consistently implemented in decision-making provides a sense of satisfaction and equality for all school members. In addition, the social responsibility carried out by educational leaders strengthens relationships with the surrounding community and supports programs that benefit the environment and social welfare. Thus, social responsibility not only improves the reputation of the institution but also plays a role in character education for students. This study also found that leaders are often faced with challenges in integrating these three elements sustainably, such as limited resources and con

of interest from external stakeholders. Therefore, leadership training is needed that focuses on developing

integrity, fairness, and social responsibility as well as policy support that strengthens the application of these principles throughout educational institutions. The implementation of these three elements is expected to support the achievement of sustainability and better quality of education in Indonesia.

CONFLICT OF INTEREST

The author declares that there is no conflict of interest.

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