








The Challenge of Living in Integrity as Christian Leaders: A Case Study of Indonesia

David Ming¹, Mozes Lawalata², Novita Ioma Sahertian³, Sri Dwi
Harti⁴ & Agus Sanjaya⁴

¹ Kadesi Theological School, Yogyakarta, Indonesia.

² Injili Arastamar theological school (SETIA) Jakarta, Indonesia.

³ Institut Agama Kristen Negeri Ambon: Ambon City, Indonesia.

⁴ Sekolah Tinggi Teologi Pelita Dunia Tangerang, Indonesia.

ABSTRACT

The leaders of Indonesia were mistrusted for a period of time, and that prevented them from serving as role models. The abuse of power by those in authority has affected Indonesia and if this is not checked and corrected, the country would be destroyed. In Indonesia, the loss of the leader's integrity is quite alarming since it has the potential to jeopardize the country's sense of security. Building Indonesia in the future requires a radical shift in leadership. Using a qualitative descriptive method, this paper proposes that real leaders for Indonesia should have a strong faith foundation coupled with professionalism and a strong work ethic.

Correspondence

David Ming

Email:

davidmingming3@gmail.com

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INTRODUCTION

In this era, it is difficult to find a Christian educator who can truly fit into the category of having integrity. There are currently many people who profess to be Christians in places such as the market, in offices, commercial centers, schools, on campuses, in the neighborhood or village and even in the churches, with characteristics that are difficult to distinguish from non-Christians. The characteristics of Christians have begun to fade, the words, actions and decisions they make are no different from those of non-Christians. If non-Christians know that the person is a Christian, many of them put their trust in him. Many of them trust and are willing to cooperate in business because they believe that Christians are trustworthy people. However, it is a shame that only a few Christians can be trusted today.

Integrity is moral excellence that must be an identity and a much-needed capital in public service, especially in the world of education. Without integrity, a teacher will not be able to carry out his or her duties and vocation properly. In general, students as well as parents, and even the wider community view church leaders as examples or exemplary patterns of an ideal life, both in life in the school environment, in the family environment, and also in society. Every believer, including a Christian teacher, is asked to be a witness for Christ (Acts 1:8) with his or her life and must be an example in word and deed. This is what is referred to as integrity in this paper. Integrity is "the conformity of words with deeds". The phrase means "you will be my witnesses."¹ When a person

¹ Kenneth Barker, *The New International Version Study Bible (NIV)*, (Grand Rapids, Michigan: Zondervan Publishing House, 1995).

receives the power of the Holy Spirit, he or she becomes a witness of Christ and will continue to live as a witness of Christ.²

A church leader must be able to maintain a good name, dignity and honor of his or her vocation, as well as the institution he or she belongs. But it is an undeniable fact that at this time there are church leaders who do not meet all the qualifications of a leader, and also the qualifications of God's Word. The influence of personality is closely related to self-image, where a leader is required to always be able to show his or her integrity at work, and also in the community where he or she lives. In a biblical perspective based on the view of the Apostle Paul, integrity speaks of "living with a clear conscience before God and men" (Acts 24:16). In a person who has integrity, there is no pretense or hypocrisy. He or she hides nothing, fears nothing because his or her life is like an open letter. This indicator has not been recently understood by some Christian teachers. The term integrity means thorough, complete or everything. The Oxford Dictionary connects the meaning of integrity with one's personality which is honest and whole.

Mark L. Rieke and Stephen J. Guastello have said that integrity cannot be separated from efforts to become a whole and a person of integrity works well and carries out his function according to the previous design. Some interpret integrity as moral excellence and equate integrity as "identity."³ Integrity is also defined as consistent action per the values and code of ethics adopted. In other words, integrity is defined as "the only word with deed." Meanwhile, the Big Indonesian Dictionary defines integrity as wholeness and unanimity.⁴ The online version of the Big Indonesian Dictionary also defines "integrity" as quality, nature, or condition that shows a unified whole so that it has the potential and ability that radiates authority and honesty.⁵

Jesus Christ as the Supreme Leader has provided an extraordinary model and example so leaders of all times, especially church leaders today can use in their lives as educators, both when in class, in the environment, school, as well as in the community, so that the people around him or her can imitate. This research used a qualitative descriptive method. The author discusses the Integrity of Future Church Leaders.

Definition of Integrity

Adrian Gostick and Dana Telford have stated some of the notions on integrity that they collected from several sources.⁶ There it is stated that the most recent Merriam-Webster Dictionary defines integrity as "strong adherence to a code, especially certain moral or artistic values." There are other definitions other experts have stated. Jim Burke calls it "a mechanism that makes individuals and organizations trust you."⁷ According to Morgan integrity means different things to many people; Millard Fuller describes integrity as "consistency with what is right and wrong in your life"; Shelly Lazarus describes a person of integrity as "putting a set of beliefs first and then acting on principles"; Wayne Sales provides a simple definition, "Integrity means doing the right thing"; Diane Peck believes that "each individual must define his or her meaning of integrity."⁸

Integrity is the sense of spirituality and wholeness that comes from qualities such as honesty and consistency of character. From the Greek *integrare* which means to make whole or to be something complete; an example of integrating is to combine several into a complete whole. Integrity equals wholeness where "what you say is what you do." What you do in public is what you do in private – what you do in public is also what you do in secret.⁹

² Yune Sun Park, *Tafsiran Alkitab Kisah Para Rasul*, (Batu: Departemen, 2001), 9.

³ Mark L Rieke and Stephen J Guastello, "Unresolved Issues in Honesty and Integrity Testing," 1995.

⁴ Pusat Bahasa, "Kamus Besar Bahasa Indonesia. Jakarta: Departemen Pendidikan Nasional Republik Indonesia," 2008, 560.

⁵ Kbbi.web.id., *Kamus Besar Bahasa Indonesia, edisi III*, (Jakarta: Kemdikbud).

⁶ Rieke and Guastello, "Unresolved Issues in Honesty and Integrity Testing."

⁷ Ronald B Morgan, "Self-and Co-Worker Perceptions of Ethics and Their Relationships to Leadership and Salary," *Academy of Management Journal* 36, no. 1 (1993): 200–214.

⁸ Morgan, "Self-and Co-Worker Perceptions of Ethics and Their Relationships to Leadership and Salary."

⁹ Morgan, "Self-and Co-Worker Perceptions of Ethics and Their Relationships to Leadership and Salary."

John C. Maxwell asserts that a person with integrity is a person who is equally good inside and out, there is no difference between what is said and what is done, he/she is trustworthy and he is the same person away from home as he/she is at church or home.¹⁰ Maxwell expressed his opinion as such: If I have integrity, my words and actions match, I am who I am, no matter where I am or with whom. Someone who has integrity doesn't share loyalty (that's ambiguity), or he's just pretending (that's hypocrisy).

People who have integrity are whole people they can be identified by the unity of their minds. People with integrity have nothing to hide and nothing to fear. Their life is like an open book. V. Gilbert Beers as cited by Maxwell says, "A person of integrity establishes a system of norms by which to judge all life."¹¹

Jeff Hammond describes integrity in detail: integrity is a reputation for credibility, high morality, honesty and integrity according to Christ's integrity. Integrity is very important to be a successful leader. People who are being led must know that those who lead them are reliable, trustworthy. If a leader loses integrity then the leader loses the capacity to function properly. To maintain integrity, a leader must follow John's advice in 1 John 1:7 - "But if we walk in the light, as He is in the light, we have fellowship with one another, and the blood of Jesus, His Son, cleanses us from all sin"(NIV).¹²

Sendjaya also explains that integrity is understood as "wholeness, completeness, entirety, unified."¹³ Wholeness in question is wholeness in all aspects of life, especially between words and deeds. Some dictionaries define integrity as, "the condition of having no part taken away" or "the character of uncorrupted virtue." James provides a similar definition. People with integrity are people who are "mature and complete, not lacking anything" (Jam 1:4). His/her faith and works are one. Even by his/her deeds, one can see his faith (Jam 2:8).¹⁴

Ted W. Engstrom states, "Many successful rehabilitation programs teach people to make long-lasting changes by focusing on simple improvements "one day at a time." It might be well to remember that where a lifetime commitment seems overwhelming, "one day" can be manageable. And if you and I can demonstrate integrity in our lives today, it will be easier to do so again tomorrow, and the next day. But for now, one day is enough. His integrity action plan: (1) Not focusing on the evil around, but concentrating on the good within; (2) Giving your word and keeping it; (3) Clothing your body and your mind with excellence; (4) Promising to keep on shining."¹⁵

Another opinion was conveyed by Chris Marantika who explains that one of the definitions of integrity is "mainly social, ethical, and organizational norms, firmly adhering to your code of conduct, the ethical principle."¹⁶

Morally, a person who has integrity is a person who is equally good inside and outside, there is no difference between what is said and what is done, he or she is trustworthy and he or she is the same person when he or she is away from home as he or she is at church or home. Integrity can be described and proven by several things such as: (1) When no one knows, (2) Living transparently and (3) Do not deceive others, oneself and God. These are explained subsequently.

(1) Integrity: When No One Knows

The level of integrity an individual has is measured by his/her actions conducted in secret when no one is watching. Joseph was tempted for days by Potiphar's wife, his boss, to have sex with her. The probability of their affair being known to people was very small. It even reached zero. Potiphar was not at home, and the hostess' guards and ladies-in-waiting had been arranged to disappear for quite

¹⁰ John C. Maxwell, *Mengembangkan Kepemimpinan Di Dalam Diri Anda*, (Jakarta : Binarupa Aksara,1995),38.

¹¹ Maxwell, *Mengembangkan Kepemimpinan Di Dalam Diri Anda*, 38.

¹²Jeff Hammond, *Kepemimpinan Yang Sukses*, (Metanoia, 2003), 51-52.

¹³ Sendjaya, *Konsep Karakter Kompetensi Kepemimpinan Kristen: Menjadi Pemimpin Kristen Yang Efektif Di Tengah Tantangan Arus Zaman* (Yogyakarta: Penerbitan Kairos Books, 2004).

¹⁴Hammond, *Kepemimpinan Yang Sukses*, 63-64.

¹⁵Ted W. Engstorm and Robert C. Larson, *Integrity*, (USA: Word Incorporated, 1989),13.

¹⁶ Chris Marantika, *Kepemimpinan Kristen yang dinamis*, (Surabaya, YAKIN, 1995), 5.

some time. Joseph could have an affair without worrying about being caught. But his emphatic response showed his level of integrity, "How could I commit this great crime (against Potiphar) and sin against God?" (Gen. 39:9) That is integrity in action.

Often one's integrity is determined by the probability that his/her actions will be known to others. Yet reverence should be given to God because He is the One who never sleeps. Not only that, but He is also the God who reveals sin. Strictly speaking, a bad smell can't be covered up forever. When sin is left unaddressed, God in His sovereignty can open it and reveal it to the public.

The Book of Proverbs serves as a reminder, "He that walketh uprightly walketh surely: but he that perverteth his ways shall be known." (Prov. 10:9a). Another English translation of this verse is more precise: "Whoever walks in integrity walks securely, but he who makes his ways crooked will be found out."¹⁷ If we insist on covering up our sins and mistakes, God will reveal them in different ways and contexts according to His sovereignty. And when that happens, it is usually fatal.

(2) Transparent Living

People with integrity have nothing to hide or fear. Their transparent life is like an open letter. In the Old Testament, Daniel demonstrated this principle concretely. When the ungodly looked for reasons to accuse him, they could find no fault in Daniel's life (Dan. 6:5,6). He lived a life that was completely flawless from a human point of view.

(3) Don't Deceive Others, Yourself and God

Warren Wiersbe writes that people without integrity are people who are experiencing moral and spiritual decadence. Darkness covers such a person but he/she does not know it, because he/she feels the darkness within him/her is light. The road to integrity is difficult and winding. So many Christian leaders fall in the area of integrity and compromise in the areas of power, money, and sex. King David's series of scandals should make believers more humble and afraid before God. We are increasingly strict in guarding the heart and testing it before God. Without it, a leader can't set a living example. The world is still waiting for role models who dare to say, "Follow my example, as I follow the example of Christ (1 Cor. 1:11)." According to the Big Indonesian Dictionary (KBBI) the word "integrity" (noun) means quality, nature, or condition that shows a unified whole so that it has the potential and ability that radiates authority and honesty. The word "integrity" comes from the Latin adjective *integer* (whole, complete).¹⁸

Larry Keefauver also argues that integrity is what is done behind the door in service when the camera and microphone are turned off. Without the integrity of service, a person will surely be destroyed. With integrity, leaders practice what the leader says, behind closed doors with others, in distant places and with those closest to the leader. Luke 12:2-3 reads "There is nothing hidden that will not be revealed and nothing hidden that will not be known. Therefore what you say in the dark will be heard in the light, and what you whisper in your ear in the bedroom will be preached from the roofs of the house (NIV)."¹⁹ In line with the opinion above, Myles Munroe explains that one of the qualities needed in true leadership is integrity, namely consistency in one's words and actions.²⁰ Another expert, Wiersbe writes that integrity is the foundation for building trust. Trust is closely related to predictability. A leader with integrity builds trust by showing others that when faced with a moral challenge, his/her decisions and actions are predictable.²¹

The Concept of Leadership

Looking at the recent social and church conditions, there is one thing that has caught attention and concern, indicating a leadership crisis. Leadership failures occur in various organizations, both those

¹⁷<https://www.bible.com/bible/59/PRO.10.9.ESV>

¹⁸Kbbi.web.id., *Kamus Besar Bahasa Indonesia, edisi III*, (Jakarta: Kemdikbud).

¹⁹Larry Keefauver, *77 Kebenaran Yang Hakiki Dalam Pelayanan*. (Semarang : Media Injil Kerajaan), 121-122.

²⁰Myles Munroe, *The Spirit of Leadership*. (Immanuel, 2006), 276.

²¹Sendjaya, *Konsep Karakter Kompetensi Kepemimpinan Kristen: Menjadi Pemimpin Kristen Yang Efektif Di Tengah Tantangan Arus Zaman*, 62.

related to politics, economy, social and society, as well as in ecclesiastical organizations. The leadership crisis has resulted in various scandals, deviations that are not only detrimental but have damaged the order of human life as social beings in particular and the life of the nation and state. Examining the situation further, one can say that the cause of the leadership crisis that occurs, especially in Indonesia, is as a result of the absence of the right leadership vision pattern. Marantika has said: "Leadership crises are the hallmark of the people in Indonesia today. The existing leadership is not rich in positive, constructive and creative qualities. In some cases, such as poverty, it can even be said that there is a leadership vacuum."²²

The concern is the fact that leadership crises also occur as John Stott has presented when defining a leadership crisis and the term is deep dissatisfaction with the present.²³ The term leadership comes from the root word "lead" which means to guide or guide.²⁴ From the word "lead" was born the verb "to lead" which means to guide and the noun leader which means the person who functions to lead or the person who guides. Leadership is not the same as management. S. Pamudji states that there are several differences between leadership and management, including a) "Leadership is nuanced towards individual abilities, while management refers to work systems and mechanisms."²⁵ What is meant by individual ability is the ability of the leader. Leadership depends on the resources that exist within his/her ability and capability to achieve goals, while management has the opportunity to mobilize funds and resources within the organization to achieve goals effectively and efficiently. b) "Leadership is the quality of relationships or interaction between leaders and followers in certain situations, while management is a function of status or authority."²⁶ The description is that leadership emphasizes influence on followers (authority) while management emphasizes existing authority. c) "Leadership is directed at realizing the wishes of the leader. Although ultimately it also leads to the achievement of organizational goals, while management leads to organizational goals directly."²⁷ Filsuf Herb Shepherd states that leaders have self-integrity as a unit that includes four values, namely perspective (spiritually), autonomy (mentally), social relevance, and tone (physically). George Sheehan describes self-integrity as a unity of four roles, namely being a good animal (physically), a good carpenter (mentally), a good friend, and a holy person (spiritually).²⁸ Leadership organizations exist because they are created and not because they are born. This may sound cliché because the phrase "made, not born" is currently popular when leadership is discussed. Famous people who lead giant and large organizations are often labeled as breakouts and radicals. They achieve their goals in unconventional ways, to survive. They have three key strengths, namely: a. They respect the integrity of their ideals and the instincts that accompany them. b. They have a knack for attracting other risk-bearers to their side. c. They all become students as well as mentors, learning from their followers, from their mistakes and their rivals.²⁹

Theories of Leadership

Some factors enable the emergence of leadership. The Trait Theory posits that "to be a successful leader, the leader's abilities are very much determined at birth and not created. This has been believed for years by many people."³⁰ The author does not agree with this theory, the author perceives that leadership traits are not only acquired from birth, but some are also developed in childhood, during study (school) as well as through work experience that can add and develop leadership traits. John P.

²² Marantika, *Kepemimpinan Kristen yang dinamis*.

²³ John Stott, *Isu-Isu Global Menantang Kepemimpinan Kristiani*, Cetakan 2 (Jakarta: Yayasan Komunikasi Bina Kasih/OMF, 1984).

²⁴ Tim Elmore, *Kamus Besar Bahasa Indonesia Edisi Ketiga*, (Jakarta: PT. Balai Pustaka, 2005).

²⁵ S. Pamudji, *Kepemimpinan Pemerintahan Di Indonesia*, Ke-3 (Jakarta Barat: Jakarta Bina Aksara, 1986).

²⁶ Pamudji, *Kepemimpinan Pemerintahan Di Indonesia*.

²⁷ Pamudji, *Kepemimpinan Pemerintahan Di Indonesia*.

²⁸ J. W. Gauss, "Integrity Is Integral to Career Success," *Healthcare Financial Management : Journal of the Healthcare Financial Management Association* 54, no. 8 (2000): 89.

²⁹ Rosalie Holian, "Management Decision Making and Ethics: Practices, Skills and Preferences," *Management Decision* 40, no. 9 (2002): 862–70.

³⁰ Tim Elmore, *Mengembangkan Talenta Kepemimpinan Dalam Anak Anda* (Jakarta: Immanuel, 2002).

Kotter expressed his opinion about the source of these traits and argues that “some traits appear to be innate, some characteristics are developed relatively early in childhood, some traits are developed by the educational system, surprisingly most aspects are developed in jobs that are part of a person's career after education.”³¹ This theory has however had some weaknesses:

- 1) The details of the properties referred to by the proponents of this theory do not match.
- 2) There is difficulty in determining the qualities that a leader must possess.
- 3) History states that certain situations and conditions require certain qualities of a leader.³²

The Environmental Theory also states that the emergence of leaders is the result of time, place, circumstances and opportunities. A challenge in an important situation and condition will show someone to be a leader. The description is that certain situations and conditions give rise to certain challenges that automatically required people with certain characteristics that are synchronized or appropriate to take up the challenge. In line with this theory is the Social Theory, which also posits that “leaders are made not born”. A person will appear as a leader if he/she is in a group and uses situations and conditions to act and work to overcome or resolve existing problems. As Jimmy Oentoro stated, “a leader is someone who understands the state of his/her community and goes out of his way to make changes in it.”³³

The Challenge of Living in Integrity as Christian Leaders

Jonathan Lamb, a Christian scholar and founder of Perkantas, in his foreword to the book *Integritas* says that “it is even more concerning that the problem of divisions and clashes in various Christian institutions and even in the church is growing due to problems of corruption and the integrity of its officials. Maybe we tend to see integrity only from the point of view of money corruption, but we forget that integrity is closely related to all aspects of life. Integrity is the main capital of a leader but at the same time the least capital owned by leaders. This is the greatest tragedy in leadership.”³⁴

Leadership researchers James Kouzes and Barry Posner report that for over nearly 20 years, a survey conducted of thousands of professionals from four continents revealed that the number one most critical characteristic for a leader is integrity.³⁵ In this third millennium, the need for true leaders is becoming more evident. As a global community, a nation, as well as a more limited community, the world has come to a stage full of risks. Leaders who are not visionary, have no integrity and are intelligent can harm those they lead.³⁶

Stott also argues that integrity, consistency, sincerity, transparency, authenticity and reliability are virtues of Christian moral qualities. Unfortunately, these qualities do not always characterize the lives of God's people. He further says that integrity is a characteristic of people who are harmoniously integrated, in which there is no dichotomy between private life and public life, between what is witnessed and what is done, between what is said and what is done. Integrity is an essential trait of a leader and most importantly of an evangelist.³⁷

The meaning of integrity has been eroded in many leadership circles. For most people from various nations in this world, the word integrity raises the idea of being pretentious and narrow-minded, especially in the world of economics, business and politics. Today, the basic norms of integrity can be destroyed in the blink of an eye, norms that have lasting importance. Billy Graham has said, “Integrity is the glue that holds our way of life together. We must constantly strive to keep our integrity intact.” When wealth is lost, nothing is lost; when health is lost, something is lost; when character is lost, everything is lost.³⁸

³¹ John P. Kotter, *Faktor Kepemimpinan*, ed. Kokasih Iskandarsyah (Jakarta: Prenhallindo, 1998).

³² Kotter, *Faktor Kepemimpinan*.

³³ P. Octavianus, *Manajemen Dan Kepemimpinan Menurut Wahyu Allah*, Cet. 4 (Malang: Yayasan Persekutuan Pekabaran Injil Indonesia, 1991).

³⁴ Jonathan Lamb, *Integritas* (Jakarta Barat: Literatur Perkantas, 2008).

³⁵ Sendjaya, *Konsep Karakter Kompetensi Kepemimpinan Kristen*.

³⁶ Robby Chandra, *Landasan Pacu Kepemimpinan* (Yogyakarta: Gloria Graffa, 2004).

³⁷ Lamb, *Integritas*.

³⁸ Maxwell, “Mengembangkan Kepemimpinan Di Dalam Diri Anda.”

Richard Clinton and Paul Leavenworth in their comparative study of biblical leaders compared leaders who finished well and those who didn't. Six common barriers plague leaders which are still common barriers to service today, namely: (1) Use and abuse of finances, (2) abuse of power, (3) pride, (4) sexual abuse, (5) Family Relationships, and (6) Stagnation.³⁹ Integrity relates directly to individuals, not to groups or organizations. The ownership of integrity can only be attributed to individuals, not to family, parents or siblings. The integrity of a father does not necessarily become the integrity of his son. For example, in living with others, the neatness of group work, and succeeding in building a good and strong wall, do not necessarily guarantee that the individuals in it also automatically have strong self-defense. The main strengthening that must be done is the strengthening of the individual self, which strengthens each member of the group or the next generation, to possess self-integrity.

The word integrity has ethical connotations, and according to Minkes, et al., ethical behavior relates to "ought" or "ought not", not just "must" and "must not."⁴⁰ Therefore other measures lie behind what is required by law that are more focused on profit considerations. So the problem of integrity cannot be limited only to things that are visible or can be measured from the point of view of the items of law. Behavior that can be observed and considered per rules or laws, is not necessarily ethical. Integrity is a concept that is usually used in formal and informal discussions about leadership and organizational theories, however, it is not so clearly formulated and understood.⁴¹ For example, in the existing literature, words such as integrity, honesty, and conscientiousness are often not distinguished and tend to be used as terms that can be used interchangeably without further explanation.⁴² A person with integrity can demonstrate that they make ethical choices in their life every day.⁴³

Is there still a need for consistency between one's private life and one's public life? Can one turn a blind eye to the things that happen in a leader's private life as long as he/she continues to show maximum public performance? Behind these questions, lies the frustration. The world seems increasingly desperate to find real role models for the public to emulate. And history proves that God's people who should be examples of life as salt and light of the world have failed many times.⁴⁴ The world is constantly looking for people who can say like the Apostle Paul, "Follow my example, as I follow the example of Christ." (1 Cor. 11:1). Integrity is the key to the future of everyone's leadership and sadly, Wiersbe signals a prevailing integrity crisis in the church and among Christian leaders.⁴⁵

Factors That Affect Integrity Among Leaders

Frans Pantan has said that several things affect integrity, namely: Security (Power), Adequacy (Money) Loyalty (Other Women or Men) and Consumptive Life (Shopping), especially for women. These things are given by the world: (1) to trap man in the grips of the devil, (2) to make man limited, (3) to see that problems can only be solved by humans – thus taking humans far from God.⁴⁶

Traits for Effective Leadership

(1) Leadership Security

If a leader feels insecure, then everyone in his environment will also become a victim. In the end, he/she will sacrifice his work and himself and he will fail to maintain himself/herself as a leader.

³⁹ Richard Clinton and Paul Leavenworth, "Memulai Dengan Baik," *Jakarta: Metanoia, CRM Empowering Leaders Worldwide*, 2004.

⁴⁰ Arnold B Bakker and Wilmar B Schaufeli, "Positive Organizational Behavior: Engaged Employees in Flourishing Organizations," *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior* (Wiley Online Library, 2008).

⁴¹ Bakker and Schaufeli, "Positive Organizational Behavior: Engaged Employees in Flourishing Organizations."

⁴² Thomas E Becker, "Integrity in Organizations: Beyond Honesty and Conscientiousness," *Academy of Management Review* 23, no. 1 (1998): 154–61.

⁴³ Gauss, "Integrity Is Integral to Career Success."

⁴⁴ Sendjaya, *Konsep Karakter Kompetensi Kepemimpinan Kristen*.

⁴⁵ Frans Pantan, *Christian Leadership 1* (Jakarta: Institut Theologia Dan Keguruan Indonesia (ITKI), 2007).

⁴⁶ Pantan, *Christian Leadership 1*.

Insecurity arises as a result of one shifting his/her focus from God to someone or something. These points can be practiced to curb this challenge;

- Trust in God: have God in power over all things (Rom. 8:28)
- Turn off the I-ness every day. It is no longer I who live but Christ in me (Gal. 2:20)
- Believe in God's unfailing love (Rom. 5:8)

(2) The Leader and His Loyalty

How to cultivate loyalty:

- understand that you are not for yourself (Acts 27:23; Mk 13:33-35),
- think long term and try to get things done well – don't give up (Acts 20: 24),
- count God's faithfulness to us (2 Tim 2:13, I Jhn 1:9),
- keep your relationship with other women (Prov 6:27-28),
- build good relationships strong relationship between you and your wife, build a mutually constructive relationship, take good care of your emotions and sexual needs in your marriage (Prov 5:15),
- fill your free time to the fullest (Prov 7:7-9, Matt 12: 43-45)

(3) Leaders and Contentment

Envy or a desire to have like other people (envy or greed) is a problem when it comes to self-sufficiency. The following are examples of greed stated in the Bible: Achan (Josh 7:1-26), King Saul (1 Sam 15:1-35), Gehazi (2 Kgs 5:1-27), Judas Iscariot (Jhn 12:6), and Ananias and Sapphira (Acts 5:1-11). To grow a sense of sufficiency, one must:

- grow your trust in God the Father (1 Tim 6:17)
- grow your gratitude to God the Father (1 Tim 6:7-8, Phil. 4:10- 13)
- cultivate a desire to give (1 Tim 6:18-19, 2 Cor 9:10-12).

Living with Integrity as a Contemporary Christian Leader

Living a life of integrity in this corrupt world as Christian leaders is quite challenging. Many factors can cause an upright person to veer off the path of righteousness. However, the Bible encourages all to remain faithful to the end (Rev 2:10). The ultimate integrity questions for all Christian leaders are: What is the value of your integrity as a leader? Is it possible to be a leader with integrity, to find security in God alone, to be faithful to your family and calling and to practice giving thanks to God unceasingly? The answer to these questions can be found in Philippians 4:13, “ I can do all things through Christ who strengthens me”(NIV). Through the law, sin has power but People who believe in Jesus have power over sin.⁴⁷

CONCLUSION

Based on the results of theoretical and theological studies regarding integrity, it can be concluded that Christian leadership is one of integrity. The success or failure of an organization is determined by the leader, therefore leadership with integrity is needed, especially in God's church. For leadership to have integrity, it is not only necessary to have a clear understanding of the call to serve God, to whom one is responsible, but also to understand that this simply means a call to serve others. The meaning of integrity in leadership is a firm commitment to the truth of God's Word. Christian ministry is a gospel-centered ministry and at all times its leaders must make sure that every aspect of the work is rooted in the truth of God's word. There is a positive and significant relationship between Church Leadership and Pastoral Leadership with integrity and the spiritual growth of workers and activists. The quality of leadership exhibited by the Shepherd which includes integrity will increase the spiritual growth of workers and activists.

⁴⁷ Tony Andrean and David Ming, “The Study Of Theological Sin And The Meaning Of Transformation Based On Romans 12: 1-2,” 2020.

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ABOUT AUTHORS

1. David Ming
Affiliation :
Kadesi theological school
Email: davidmingming3@gmail.com
<https://orcid.org/0000-0001-9649-1622>

2. Mozes Lawalata
Affiliation: Injili Arastamar theological school (SETIA) Jakarta
Email: mozes.lawalata@gmail.com
<https://orcid.org/0000-0001-7924-809X>

3. Novita loma sahortian
Affiliation: IAKN Ambon
Email: vitasahertian@gmail.com
<https://orcid.org/0000-0002-8475-4269>

4. Sri Dwi Harti
Affiliation: Sekolah Tinggi Teologi Pelita Dunia Tangerang, Indonesia
Email : dwiharti@hotmail.com
<https://orcid.org/0000-0001-5602-4720>

5. Agus Sanjaya
Affiliation: Sekolah Tinggi Teologi Pelita Dunia Tangerang, Indonesia
Email: agussanjaya@gmail.com
<https://orcid.org/0000-0002-9610-1521>