



INTERNATIONAL JOURNAL OF ENTREPRENEURSHIP AND MANAGEMENT PRACTICES (IJEMP)

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THE ROLE OF ETHICAL AND LEADERSHIP ON EMPLOYEES PERFORMANCE TOWARD ORGANISATION COMMITMENT

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Article Info:

Article history:

Received date: 29.08.2024

Revised date: 12.09.2024

Accepted date: 15.10.2024

Published date: 28.11.2024

To cite this document:

Fatmawati, T. D., Junaidi, J., Yusuf, Q. M., & Nadhirah, A. (2024). The Role Of Ethical And Leadership On Employees Performance Toward Organisation Commitment. *International Journal of Entrepreneurship and Management Practices*, 7 (27), 82-92.

DOI: 10.35631/IJEMP.727007.

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Abstract:

Organizations, including the government sector, have faced ethical issues and the challenge of providing the best service to society. Government stakeholders need to be concerned about performance and ensure that excellent corporate governance (GCG) aligns with the central government vision. The research stemmed from the identification of a problem where the disciplinary spirit of the ASN was not adequately supported by a strong leadership style and motivation, resulting in government employees (ASN) still not fully understanding the concept of the CGG. The objectives of the study are to identify the impact of leadership styles, work discipline, and work motivation on ASN performance. This study invited 115 participants and used structural equation modelling (SEM) to examine research hypotheses. The Hayes bootstrapping approach was used to examine employee commitment as a mediator variable. The empirical findings demonstrate that ethics and trust have a positive and significant impact on employee job satisfaction, both directly and indirectly, leading to increased government credibility. The government should establish clear rules and laws to uphold the ethical standards of employees' work, thereby enhancing public trust and enhancing government credibility. This study validates the work of government employees (ASN) in a specific region of Indonesia; therefore, additional research is necessary to expand the study's scope and achieve a comprehensive outcome.

Keywords:

GCG, Leadership, Government, Employees

Introduction

In some literature on human resource development (HRD), scholars have paid attention to leadership practices, such as ethical leadership, in various knowledge exchange fields (Brown et al., 2005). In the context of organizational issues, a number of cases, including instances of unethical behavior among employees and organizational leaders worldwide, have compelled firms to engage in ethical business practices and leadership, fostering a sense of trust among stakeholders. It refers to the organization's ability to sustain itself amid uncertain conditions that have reshaped the workplace (Albrecht et al., 2015; Eluwole et al., 2022). Organisational leaders use ethical leadership as a catalyst for organizational performance. When organization leaders work based on ethical standards, the employees feel safe and have more confidence in the workplace (Limpo & Junaidi, 2023; Liu et al., 2021). It also develops their willingness to create and share knowledge (Amber et al., 2022; Sarwar et al., 2020).

Since then, there has been a significant increase in ethical cases and global company scandals, such as those involving Wirecard, Tesla, and others. It draws stakeholders' attention to the organization's leaders' (e.g., ethical) role in the performance of employees and the organization. Indonesians have specific problems with regard to giant companies' financial fraud, such as Jiwasraya, Bumiputera, and Asabri. In the local government context, the number of leaders suspected of abusing their power to manipulate their financial reports and corruption indications has become a crucial problem. Many scholars and regulators have focused on how to manage and thrive in the face of disruptive organizational challenges (Usmanova et al., 2023; Sharma et al., 2019). However, in developing countries such as Indonesia, there is slow progress in the corruption fight (Junaidi, 2024; Ramlawati et al., 2023; Quah, 2020). The presence of ethical leadership and trust may serve as a filter within the government, contributing to the achievement of organizational goals, knowledge sharing, and job satisfaction, all of which in turn influence employees' work engagement.

Ethical leadership and trust play a crucial role in enhancing organisational performance and promoting employees' job satisfaction (Al Halbusi et al., 2021; Baskoro, 2022) and work engagement (Serang et al., 2023; Sharma et al., 2019). Ethical leadership also plays an important role in enhancing employees' trust (Islam & Asad, 2024), job satisfaction (Özsungur, 2020), knowledge sharing (Goswami & Agrawal, 2023), and organizational commitment (Al Halbusi et al., 2021; Sumiyana et al., 2022; Ismail et al., 2019). Trust may also enable employees to share their knowledge at their convenience (Kmieciak, 2021; Rao Jada et al., 2019). In addition to fostering relationships between leaders and employees, trust also contributes to the organization's commitment to employees performance (Atapattu & Huybers, 2021; Sugianingrat et al. 2019). High levels of ethical leadership and trust in the workplace are essential to making sure employees act in accordance with organizational goals and rules. Therefore, trust engenders higher cooperation and commitment among employees (Joplin et al., 2021; Nabi et al., 2022). Thus, ethical leadership and trust encourage knowledge sharing as well as job satisfaction among employees through social communication and interaction. Overall, ethical leadership may be considered a novel approach that intends to enhance employees' work engagement and organisational performance by preventing unethical behaviour through the integration of an ethical leadership role.

Table 1. Structured Literature Review Of Research Study

No	Authors	Research Domain and study constructs	Results
1.	Al Halbusi et al. (2021)	Ethical leadership	Ethical leadership has positive and significant effect to employees productivity
2.	Albrecht et al. (2015)	Employees engagement, human resource management and competitive advantage	Trust play important role in influencing employees' commitment
3.	Curado and Vieira (2019)	Ethical leadership and trust	Ethical leadership and trust has positive and significant effect on employees job satisfaction
4.	Goswami and Agrawal (2023)	Ethical leadership	Ethical leadership has positive effect on employees co creation value
5.	Islam and Asad (2024)	Trust and job satisfaction	Trust has positive and significant effect to employees job satisfaction
6.	Limpo and Junaidi (2023)	Trust and employees' commitment	Trust and employees commitment has positive effect to employees job satsafaction

Literature Review

The term “ethical leadership” refers to appropriate behaviour toward certain activities and interpersonal interactions between individuals, such as between leaders and employees, based on first-hand experience and organisational leadership. Personal qualities such as sincerity, reliability, altruistic motivation, moral obligation, and the capacity to perform duties with dedication to their organization are associated with ethical leadership (Baskoro, 2022; Bavik et al., 2018; Fu & Deshpande, 2014). The ethical scandals in business need ethical leadership to clearly define and map out a code of conduct because the leaders have a central role in driving and guiding While there exists a strong correlation between ethical leadership and the work environment, there is a dearth of studies that explore the relationship between ethical leadership and employees in public organizations or government offices. vernment offices. Furthermore, literature also highlights the impact of ethical leadership on workers as a whole. For example, ethical leadership has positive and significant effects on workers' trust in their managers (Engelbrecht et al., 2017; Sharma et al., 2019). In some organizational contexts, ethical leadership also has a positive effect on employees' attitudes and behaviors (Al Halbusi et al., 2021) and knowledge sharing (Amber et al., 2022; Bavik et al., 2018). Similarly, ethical leaders either emphasise important tasks or give employees a feeling of meaningfulness concerning their tasks (Goswami & Agrawal, 2023; Junaidi, 2024). Ethical leadership significantly enhances the psychological characteristics of the firm and its personnel, including openness and dependability towards constructive communication and interaction. By fostering two-way communication, demonstrating trustworthiness, reducing fundamental barriers, and

promoting information exchange and trust among organization members, ethical leadership has the potential to enhance work engagement among employees, their leaders, and organizations (Amber et al., 2022; Koay and Lim, 2022; Sarwar et al., 2020). Hence, this study proposes the following hypothesis.

H1 Ethical has a positive effect on employees' work engagement.

Prior studies examined the correlation between leadership and organizational contexts (e.g., leaders and employees). Such as Özsungur (2020) concluded the strong correlation between ethical leadership, work engagement, and employees' innovation in Turkey. Furthermore, Xia and Yang (2020) found that leadership plays a crucial role in fostering trust among Chinese scholars. India has the same pattern, where leadership significantly affects employee commitment (Sumiyana et al., 2022). Furthermore, research suggests that leadership may also impact company performance and employees' organizational commitment in China and Indonesia (Baskoro, 2022), as well as the psychology of employees in Portuguese (Curado & Vieira, 2019). However, leadership has less effect on employees' organizational commitment in Iraq (Al Halbusi et al., 2021) because preliminary research focuses on the qualitative approach and the education field and is based on social capital theory (Goswami & Agrawal, 2023) rather than the organization field. Furthermore, despite the abundance of literature written by practitioners and consulting firms, there is surprisingly little empirical research from the education context. Hence, the application of different perspectives weakens the theoretical foundation (Ramlawati et al., 2023). When working in a team atmosphere, trust is crucial for fostering information sharing among employees in an organizational setting (Eluwole et al., 2017). Trust has evolved into a strategic resource and value that addresses the organization's goals and sustainability (Goswami & Agrawal, 2023). Recently, the unethical behavior of organization leaders and the rapid changes in the working environment have led to a surge in the popularity of knowledge management among researchers. Enhancing trust requires effective leadership, particularly genuine and open leadership approaches (Islam & Asad, 2024). According to several studies (Curado & Vieira, 2019; Kmiecik, 2021; Quah, 2020), trust among coworkers helps employees develop significantly in terms of information and technology and shifts knowledge-sharing activities from the traditional method based on mutual exchange to online platforms. Hence, this study proposes the following hypothesis.

H2 Trust has a positive effect on employees' commitment.

Commitment to performance is a crucial factor that affects the effectiveness and efficiency of the Civil State Apparatus (ASN) in carrying out its duties and responsibilities. This commitment can be defined as the dedication and loyalty of ASNs to their jobs and the organizations in which they work (Limpo & Junaidi, 2023). ASNs with high commitment tend to show better productivity, greater involvement, and higher job satisfaction, which in turn can improve the quality of public services and organizational goals more effectively. Ismail et al. (2019) Organizational commitment refers to the inclination within an individual to feel active and responsible. Thus, an individual who actively engages with full responsibility in their job will possess the ability to make their own decisions and carry out their work in the organization with sincerity. An employee's performance refers to their achievement or level of success in completing a task within a specific timeframe. Therefore, an employee with a strong commitment to the organization is likely to achieve high performance. An ASN that has a high commitment to the organisation will use all of its abilities or competence to carry out the work, which will eventually create efficient and efficient performance.

Performance is the outcome of a person's ability to complete a task in accordance with the established criteria, both in terms of quality and quantity of work (Serang et al., 2023). According to Joplin et al. (2021), the word "performance" translates to "do or carry out", "execute", "discharge or fulfil", "execute or complete an understanding", and "do what a person or machine expects". The expectation is for a person or machine to fulfill their responsibilities. (Usmanova et al., 2023), explains that performance is a measure that can be used to establish a comparison of the performance of tasks, responsibilities assigned by an organisation to a particular priority, and relative can be utilised to measure work performance or staff performance. Another view was also made by Curado and Vieira (2019), who referred to performance as a condition or behaviour of a person that must be achieved under certain conditions. Brown et al. (2005) and Ramlawati et al. (2023) assert that work results in performance, which is closely linked to the organization's strategic goals, customer satisfaction, and economic contribution. The performance of the State Civil Appliance (ASN) refers to the ability and performance demonstrated by an ASN in carrying out its administrative duties to serve the public interest. Various dimensions such as efficiency in resource use, effectiveness in achieving a set goal, quality in community service, and the level of satisfaction of public service users can measure ASN performance. Factors such as policies and regulations governing the working environment, effective human resource management, a supportive organizational culture, and the application of technology and innovation all play a crucial role in shaping and improving the performance of ASN. Based on the above description, the hypothesis can be formulated as follows:

H3: Organisation commitment has positive and significant effect on employees' job satisfaction

H4: Organisation commitment has positive and significant effect in mediating the relationship between ethics and employees' job satisfaction

H5: Organisation commitment has positive and significant effect in mediating the relationship between trust and employees' job satisfaction

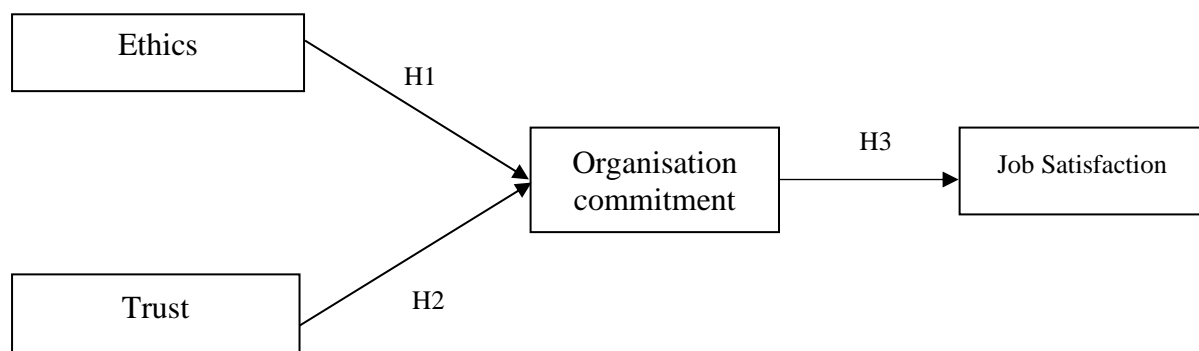


Figure 1: Research Framework

Methodology

This study applied a pre-test and a pilot test to confirm the content of research instruments among participants and avoid bias issue bias (Podsakoff et al., 2003). The research instruments evaluated by an English-Indonesian professional translator. To ensure that it was fully understood in the Indonesian context, the pre-testing recommended the removal and alteration of some statements. A pilot study was then conducted to validate the final wording of the

official investigation. The purpose of the pilot test is to find out how participants responded to the pre-test questions in different ways and what that means (Hair Jr. et al., 2019).

Employee characteristics and behaviours, such as leaders' ethical standards and concerns, were measured using five-item ethical leadership assessments (Brown et al., 2005), which included a seven-point Likert scale anchored between 1 ("strongly disagree") and 7 ("strongly agree"). Adopted from Curado and Vieira (2019), trust is the feeling that workers have in their leaders because of their honesty, self-assurance, and sense of devotion to them. According to Albrecht et al. (2015), there are seven components to work engagement: feeling of belonging to the company, feelings, and internal communication among coworkers. According to Junaidi (2024), employees' job satisfaction is made up of psychological aspects as well as their accomplishment of work goals and objectives.

Result

This process of collecting data was carried out using an online survey. 250 participants filled out the survey. However, 211 samples were valid. This indicates a completion rate of 84.4%. Table 1. provides details regarding the demographic characteristics of the participants. Overall, there were 56.9% more women than men responding, with 43.1% being men. In addition, participants aged 25-45 years constituted the largest percentage of the sample (53.1%), followed by participants aged >46 years (31.8%) and <25 years (15.1%).

Table 1: Respondent Demographics

Demographic Items	Frequency	Percentage (%)
Gender		
Male	91	43,1
Female	120	56,9
Age		
<25	32	15,1
25-45	112	53,1
>46	67	31,8
Experience		
< 10 years	47	22,2
10 – 20 years	84	39,9
20 – 30 years	55	26,1
>30 years	25	11,8

Measurement Model

The CFA model for the observed variables has a good fit. Model fit and Cronbach's for all constructs showed good convergent validity and reliability. Furthermore, the results of the measurement model (CFA) show that all constructs have a good fit (Hair Jr et al., 2019). Table II. Demonstrates adequate discriminant validity of this study.

Table II. Measurement Results

Variables Item Scales	Factor Loadings	α	CR	AVE
Ethical Leadership		0.721	0.748	0.661
EL1: Our leaders' conducts ethical principle.	0.792			
EL2: Our leaders' shown strong concern for ethical and moral value in workplace	0.821			
EL3: Our leaders shown ethical behavior in her/his decisions and actions	0.825			
EL4: Our leaders hold employees accountable for using ethical practice in our work.	0.633			
EL5: Our leaders discuss business ethics or values with employees	0.851			
Trust in leader		0.869	0.871	0.575
TR1: I trust to my leader.	0.698			
TR2: I trust the integrity of my leader.	0.743			
TR3: I confidence that my leader will treat us fairly.	0.787			
TR4: I am satisfied with my leader ethics.	0.803			
TR5: I have strong sense of belonging toward my leader.	0.757			
Organization to commitment		0.877	0.957	0.641
OC1: I have a sense of belonging.	0.885			
OC2: My leader gives us a great deal in work place.	0.752			
OC3: Organization gives us fair salary.	0.758			
OC4: I am very happy in this organization	0.647			
OC5: My leader giving enough supervision in workplace	0.767			
Job Satisfaction		0.845	0.901	0.557
JS1: I obtain a value in workplace.	0.766			
JS2: I work by integrity in work place.	0.855			
JS3: I got spirit of achievement in work place.	0.687			
JS4: I am satisfied with my office system..	0.694			
JS5: I am very happy in our organization	0.821			

Structural Model

This research provides empirical evidence that financial inclusion has a significant and positive influence on students' entrepreneurial self-efficacy ($\gamma_{11} = 0.164^{**}$, $p < 0.01$), financial literacy ($\gamma_{21} = 0.974^{***}$, $p < 0.001$). Financial inclusion also significant and positive effect on financial literacy ($\gamma_{11} = 0.559^{***}$, $p < 0.01$) so that H1, H2, H3 are supported. Furthermore, this research also confirms that entrepreneurial efficacy in students has an important role in influencing students' entrepreneurial interest ($\beta_{21} = 0.820^{***}$, $p < 0.001$). Figure 2 Shows the results of the proposed model.

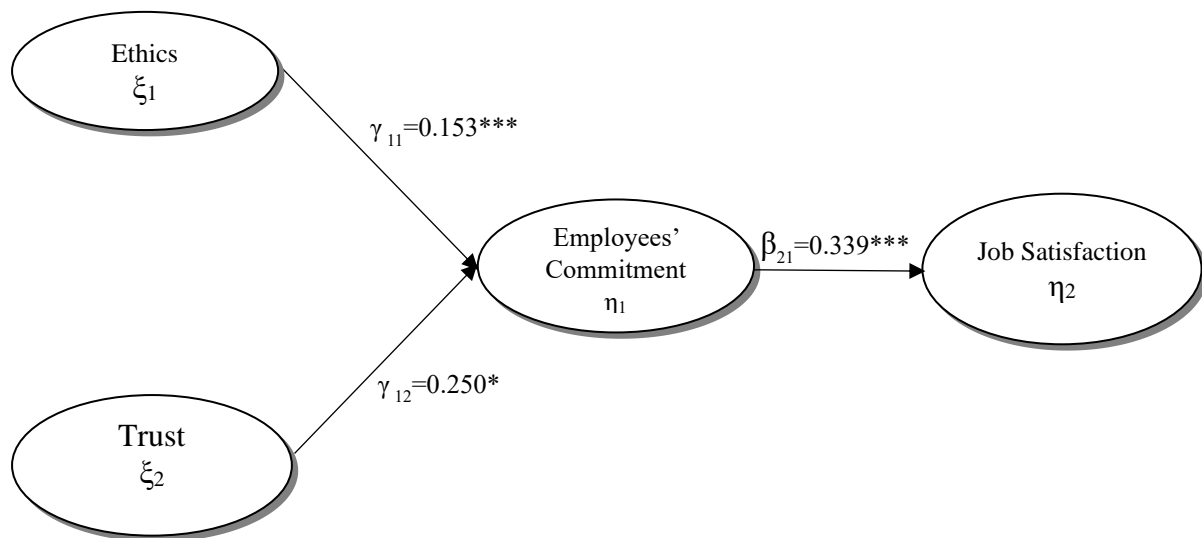


Figure 2: Structural Model Result

Leadership style has a positive and significant influence on the motivation of the state's civil apparatus. This study confirms the findings of previous research by Ismail et al. (2019) and Sugianingrat et al. (2019), which showed a positive and significant impact of leadership on staff performance. This indicates that the leadership and civil apparatus of the state in the district of Luwu East possess a high level of human resources competence. The ASN acknowledges that leadership behavior influences management and human resources competence, and the skills it possesses to accomplish tasks in a specific field necessitate sufficient competence. Competence plays a very important role because it generally refers to the basic ability of a person to do a job. Without competence, it will be difficult to complete the job according to the required standards. According to Baskoro (2022) and Islam and Asad (2024), leadership is the character, habits, temperament, character, and personality that distinguish a leader in interacting with others. Good leadership has a strong correlation to employees' job performance and satisfaction.

Overall, a leader who incorporates ethical concerns into their activities, upholds moral and ethical values in the workplace, and establishes clear ethical standards for their employees strongly influences their employees' perception of their leaders' integrity and sense of belonging to the organization. This implies that the employees believe they have positively contributed to the development of the organization's performance, thereby enhancing their confidence and enabling them to work effectively. Furthermore, a positive work environment encourages the employees to work collaboratively as teamwork supports each other toward knowledge sharing and job satisfaction. This result confirms prior studies that concluded ethical leadership has a positive effect on employees' trust (Al Halbusi et al., 2021; Engelbrecht et al., 2017; Joplin et al., 2021), commitment to organisation (Bavik et al., 2018; Goswami & Agrawal, 2023), and job satisfaction (Amber et al., 2022; Ismail et al., 2019; Ramlawati et al., 2023).

Conclusion

Employees and organizations in the human resource development field use ethics, leadership, and trust as instruments. The rapid development of information technology has made the exchange of information and knowledge possible. Furthermore, the role of trust, knowledge sharing, and job satisfaction is crucial in mediating the relationship between ethical leadership and employees' work engagement. The result provides substantial insights that encourage organizational leaders and workers to combine the work environment's emotional, economic, and social values. For instance, the employees' emotions and psychology are justified for the employees' best effort and commitment to the organization. Most importantly, the leader's concern for her/his personal life and ethical manner, ethical concern, and decision-making process toward inviting the employees' participation are crucial in influencing the employees' decision-making process. Consequently, in order to promote ethical conduct and establish clear rules, the leaders of the organization should align their actions with ethical standards and values.

Acknowledgement

The authors would like to acknowledge Universitas Muhammadiyah Palopo, who support the research process.

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