



Impact of Ethical Leadership in The Management of an Efficient Workforce

Gao YITING¹, Oyyappan DURAI PANDI², Li YUYING³, Liu BEILEI⁴, Liu LIANG⁵

¹ Lincoln University College, Malaysia

* Corresponding Author Email: gao2@gmail.com - ORCID: 0000-0002-5241-0111

² Lincoln University College, Malaysia

Email: oyyappa2n@gmail.com - ORCID: 0000-0002-5247-7812

³ Lincoln University College, Malaysia

Email: li2@gmail.com - ORCID: 0000-0002-5243-2313

⁴ Lincoln University College, Malaysia

Email: l2iu@gmail.com - ORCID: 0000-0002-5242-1212

⁵ Lincoln University College, Malaysia

Email: 2liu@gmail.com - ORCID: 0000-0002-5242-1210

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Abstract:

In order to establish a workforce that is both productive and efficient, the goal of this study was to investigate the crucial role that ethical leadership plays in the process of developing such a workforce. In this day and age, when the success of a company is becoming increasingly dependent on the degree of employee engagement, trust, and accountability, ethical leadership has emerged as a crucial factor in influencing the dynamics of the workplace. This is because ethical leadership seeks to uphold responsibility, trust, and engagement among employees. The reason for this is because the aforementioned elements are rising in significance, which is the reason why this is the case. The objective of this study is to investigate the ways in which leaders who exhibit integrity, honesty, and justice have an impact on the morale of their employees, the motivation of their employees, and the overall success of their businesses with regard to the overall performance of their enterprises. The paper lays a strong emphasis on the relationship between ethical leadership practices and major workforce outcomes such as lower employee turnover, higher job satisfaction, and enhanced team cooperation. Such results are discussed in further detail in the article. The importance of this connection is brought to light through an examination of the most recent research that has been conducted as well as examples of cases that are pertinent to the topic. The findings shed light on the fact that ethical leadership not only helps to enhance the culture of a firm, but it also helps to generate long-term sustainability and operational efficiency. This is something that was previously unknown. When it comes to the development of ethical frameworks that might potentially support successful workforce management, this research provides managers, human resource professionals, and policymakers with valuable material that can be beneficial to them in the process of constructing such frameworks.

1. Introduction

In the context of a global corporate environment that is getting increasingly complex and competitive, organizations are striving not just for profitability but also for sustainability, transparency, and social responsibility. This is because of the fact that the aforementioned factors are becoming increasingly

important. At the core of these aims is the role that leadership, and more especially ethical leadership, plays in shaping the culture of the organization and influencing the conduct of its people. When it comes to the process of building a workplace that is trustworthy, polite, and high-performing, ethical leadership is a key component. Ethical leadership may be characterized as the demonstration of

normatively appropriate behaviour via personal actions and interpersonal interactions. Someone who displays honesty, fairness, and accountability is someone who is considered to be an ethical leader. This individual inspires their colleagues to conduct in a manner that is comparable to their own. This type of leadership contributes to the development of a positive atmosphere inside the company, one that encourages the development of respectful relationships, open lines of communication, and employee engagement. Because of this, companies that are led by ethical leaders have a propensity to report higher levels of employee happiness, fewer inclinations to quit the firm, and improved performance outcomes. This is because of the fact that ethical leaders are more likely to uphold ethical standards. The practice of ethical leadership not only brings workers into harmony with the values of the business, but it also reinforces their loyalty to the goals of the firm, which eventually results in a workforce that is more cohesive and efficient[8].

A number of recent studies have shed light on the connection that exists between ethical leadership and significant worker outcomes, including job happiness, organizational citizenship behaviour, psychological empowerment, and overall productivity. All of these statistics are markers of how successful ethical leadership is when it comes to leadership. The likelihood of employees displaying initiative, creativity, and commitment is increased when they are working under leaders that uphold ethical standards. These are qualities that are essential for the effectiveness and adaptability of a company in spite of the fact that the environment in which it operates is always shifting. Additionally, ethical leadership helps to avoid conflicts and unethical behaviours in the workplace, which in turn serves to support a culture that values accountability and successful performance. This has a positive impact on the overall culture of the organization. This study analyses the numerous ways in which ethical leadership promotes the effectiveness of the workforce. It does so by doing a review of the research that has already been conducted and by establishing correlations between ethical leadership practices and organizational performance indicators. The goal of this research is to provide a more nuanced understanding of the ways in which ethical leadership strategies may be applied to effectively manage and maintain a workforce that is dedicated to ethical duty, highly motivated, and efficient[2].

2. Background of the Study

Within the setting of the current organizational environment, ethical leadership has grown into a critical component that plays a large part in deciding

the efficiency and effectiveness of the workforce. For this reason, it is absolutely necessary for this component to be presented. A healthy corporate culture and the promotion of employee performance are both supported by ethical leadership, which is defined by principles such as honesty, fairness, and transparency. Ethical leadership contributes to the establishment of a healthy corporate culture. Leadership that is guided by ethical principles is essential to the success of both of these undertakings. Leaders that demonstrate ethical behaviour not only establish a moral standard for their workers, but they also have the ability to affect the attitudes, behaviours, and overall outcomes of their employees as well as the company as a whole. This is because leaders have the ability to create a moral standard for their employees. The results of recent empirical study have shed light on the role that ethical leadership plays in moulding a wide variety of various facets of the dynamics of the workforce. The research that was carried out by Limpo & Junai, is a good illustration of this. They discovered that ethical and empowering leadership had a favourable influence on the levels of work satisfaction, performance, and organizational commitment that employees experienced. To be more precise, their research underlined the fact that ethical leadership leads to the growth of an atmosphere that is favourable to the engagement of employees and their dedication to the organization. This was a key finding of their study. In a similar vein, Guo, carried out study with the purpose of determining the extent to which ethical leadership is associated with the amount of work satisfaction that employees report experiencing. In the course of his inquiry, he came to the realization that the perceived openness of organizations and the abundance of information provided by the media were key mediators in this connectivity. The results of the study indicate that ethical leadership is one of the factors that contributes to increased levels of work satisfaction. One way in which this may be done is through the encouragement of open communication and the efficient dissemination of information.

In addition, Syahrani et al., carried out study with the purpose of determining the influence that ethical leadership has on the achievements of employees who are employed by public organizations. As a result of their investigation, they came to the conclusion that the public service motivation and normative commitment act as mediators in the interaction that exists between the two groups. According to the results of their study, it is clear that ethical leadership not only has an effect on the performance of individuals, but it also helps workers cultivate a sense of responsibility and loyalty to their profession. This is obvious from the fact that ethical

leadership has an influence on the performance of individuals.

3. Purpose of the Research

Ethical leadership depends on integrity, hence the aim of this study was to investigate how integrity affects the management of a workforce that is both effective and successful on the employment. The aim of this study is to acquire understanding of the ways in which integrity, when shown by leaders, shapes the behaviour of workers, the corporate culture, and the general workforce production. To reach this aim, one was looked at the interactions among these particular elements. More precisely, the aim of this study is to investigate the ways in which leaders who uphold strong moral values and ethical standards may create an environment marked by trust, justice, and responsibility, which, in turn, results in an increase in the efficiency and performance of employees. Moreover, the study was looked at the ways that ethical leadership and integrity help to build a competent workforce. These procedures comprise improved degrees of employee involvement, better communication, higher degrees of work satisfaction, and less staff turnover. The results of this study should shed light on the need of integrity in leadership with the aim of developing a workforce that is motivated, competent, and devoted. Furthermore there are recommendations based on the results that may be followed by companies trying to maximize the performance of their employees by applying ethical leadership strategies.

4. Literature Review

Over the course of contemporary organizational research, a lot of study has been done on the relationship between ethical leadership and the efficiency of the workforce. At this moment in time, ethical leadership is absolutely essential to ensure the success of a business, the satisfaction of its employees, and the preservation of environmentally friendly working policies. This is especially true as ethical leadership calls for the portrayal of conduct that is normally appropriate via individual actions and social interactions. This is the reason this is so. Businesses are counting more and more on ethical leadership to keep trust, improve output, and foster long-term commitment among their employees in order to survive in a worldwide corporate environment that is both very competitive and ethically sensitive. This is of enormous relevance for numerous different reasons. Recent research results show that ethical leadership directly and favourably influences the performance of individual employees.

This is the case, quite a few studies have found. Ethical leadership, according to Tanoto & Tangkawarow, promotes corporate citizenship and intrinsic motivation—both of which are required for high degrees of employee performance. In the same line, Lestaluhu et al., drew attention to the great impact ethical leadership has on the output of employees, especially when it is connected with a great dedication to the company. This was especially true when one evaluated the two elements taken together. As these studies show, ethical leaders have the ability to raise employee engagement by creating an environment marked by fairness, support, and mutual appreciation for one another. This directly affects the company's general production, which was eventually rise as a result.

Moreover, ethical leadership has an effect on organizational commitment, which is an essential component of labour efficiency. This is in addition to the fact that it is an essential component of ethical leadership. Solihah et al., demonstrated that ethical leadership increases organizational commitment by increasing the degree to which workers identify with the values and goals of the company. This was demonstrated by the fact that employee commitment was increased. Increasing the degree to which employee commitment is enhanced served as the means by which this objective was attained. The findings of Tamer, who discovered that ethical leadership enhanced both performance and commitment levels among professionals working in the healthcare field, provide credibility to the assumption that this is the case. The findings of this study shed light on the importance of ethical leadership in a wide variety of corporate settings. This relationship illustrates that ethical leadership not only controls behaviour but also develops a connection between individual convictions and the aim of the firm. This is demonstrated by the fact that this relationship exists. Because of this, employees are motivated to have a deeper emotional and professional participation in the company, which in turn drives them to work harder.

5. Research Question

What is the impact of Integrity on Management of an efficient workforce?

6. Research Methodology

6.1 Research design:

The SPSS version 25 was used for quantitative data analysis. This statistical association's nature and trajectory might be better understood with the use of

the odds ratio in conjunction with the 95% confidence interval. At the level of statistical significance, the p-value was established as being less than 0.05. A thorough comprehension of its essential features was achieved by descriptive analysis of the data. A quantitative method uses mathematical, arithmetic, or statistical analysis to objectively evaluate responses to surveys, polls, or questionnaires; it also relies on computational capabilities for data processing.

6.2 Sampling:

The research used a purposive sampling approach. Data collection for the study was done using questionnaires. A sample size of 1500 was chosen using the Rao-soft algorithm. Of the 1650 surveys that were sent out, 1550 were returned, and 25 were not included since they were not filled out completely. The total number of questionnaires used for the study was 15,525.

6.3 Data and Measurement:

Questionnaire surveys were the main tool for collecting data for studies. Part A asked for basic demographic information, while Part B used a 5-point Likert scale to assess how important certain channels were, both online and off. To gather the required data, a variety of secondary sources were searched, including online databases.

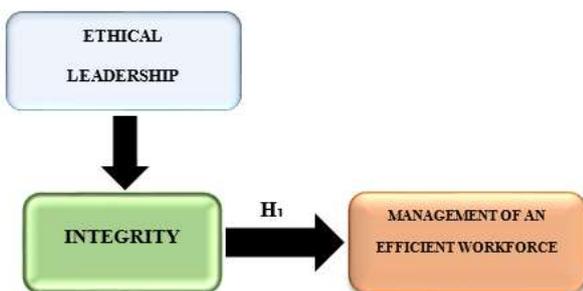
6.4 Statistical Software:

Statistical analysis was carried out using SPSS 25 and MS-Excel.

6.5 Statistical Tools:

Descriptive analysis was used to understand the data's essential nature. Using ANOVA, the researcher must examine the data.

7 Conceptual Framework



8 Results

Factor Analysis

Factor Analysis (FA) is often used to confirm the presence of latent components in given observable data. When there are not easily observable visual or diagnostic markers, it is common practice to utilise regression coefficients to produce ratings. In FA, models are essential for success. Finding mistakes, intrusions, and obvious connections are the aims of modelling. One way to assess datasets produced by multiple regression studies is with the use of the Kaiser-Meyer-Olkin (KMO) Test. They verify that the model and sample variables are representative. According to the numbers, there is data duplication. When the proportions are less, the data is easier to understand. For KMO, the output is a number between zero and one. If the KMO value is between 0.8 and 1, then the sample size should be enough. These are the permissible boundaries, according to Kaiser: The following are the acceptance criteria set by Kaiser:

A dismal 0.050 to 0.059, worse than the typical 0.60 to 0.69

The typical range for middle grades is between 0.70 and 0.79.

Having a quality point score between 0.80 and 0.89. The interval from 0.90 to 1.00 astounds them.

The KMO and Bartlett's Tests for Sampling Adequacy are shown in Table 1. Kaiser-Meyer-Olkin.815 was used for measurement.

This is what Bartlett's sphericity test came up with: around 190 degrees of freedom, chi-square, sig.=.000

Claims made just for sampling purposes are therefore shown to be legitimate. Researchers used Bartlett's Test of Sphericity to verify that the correlation matrices were relevant. According to Kaiser-Meyer-Olkin, an acceptable sample is indicated by a value of 0.815. Results from Bartlett's sphericity test provide a p-value of 0.00. If the correlation matrix does not pass Bartlett's sphericity test, then it is not an identity matrix.

Table: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.815
Bartlett's Test of Sphericity	Approx. Chi-Square	3252.968
	df	190
	Sig.	.000

Additional confirmation of the correlation matrices' overall significance was provided by Bartlett's Test

of Sphericity. The Kaiser-Meyer-Olkin sampling adequacy is 0.815. A p-value of 0.00 was discovered by researchers using Bartlett's sphericity test. The correlation matrix was shown to not be a correlation matrix by a significant test result from Bartlett's sphericity test.

Independent Variable

Ethical leadership:

Ethical leadership is the practice of leading by example via actions and choices that are built on strong moral standards such as honesty, integrity, fairness, and respect for others. This is the discipline through which ethical leadership is done. This type of ethical leadership is often regarded as the most successful version of the concept. It is not only necessary to adhere to ethical standards, but it is also necessary to create an environment in which these concepts are promoted and maintained by the whole organization. Ethical leaders are able to consistently exhibit behaviours that are in accordance with the values of the organization, and they encourage the people of their team to conduct themselves in the same manner. They do this in order to instill trust in the people who follow them. When it comes down to it, ethical leadership is all about making decisions that place the welfare of others, whether it be employees, customers, or stakeholders, at the forefront of the researcher's thoughts. This is true regardless of the individual being considered. All of these things are covered in this: the promotion of open communication, the promotion of openness in decision-making, and the promotion of fairness in all interactions. They are aware of the value of accountability, not just for themselves but also for their team, and they make certain that any wrongdoing that breaches ethical norms is dealt with in a timely and appropriate manner. Ethical leaders are aware of the necessity of accountability. The process of developing a culture in which ethical values are completely integrated in the operations and strategies of the firm is at the heart of ethical leadership. This is in addition to just conforming to the rules that are in place. Ethical leaders not only guide their teams toward the accomplishment of corporate objectives, but they also ensure that these objectives are accomplished in a way that is beneficial to society as a whole during the course of their work. The cultivation of an environment that is marked by trust, mutual respect, and moral responsibility is the means by which this objective can be attained[3].

Factor

Integrity

Integrity is a quality that is commonly demonstrated by an individual in the actions, behaviours, and choices that they make. This is in addition to the fact that they are honest and possess strong moral convictions. This notion encompasses a number of components, including the act of adhering to ethical norms, maintaining consistency between one's values and actions, and being real, transparent, and dependable in both personal and professional settings. Because it determines how other people see the character of an individual and their determination to acting in a manner that is morally proper, regardless of the demands from the outside world or the potential ramifications, integrity is a crucial component of trust and credibility. This is because integrity influences how other people perceive an individual's character. When an individual possesses integrity, they conduct themselves in a manner that is fair, honest, and courteous, and they consistently make decisions that are in accordance with their ethical ideas and goals. To have integrity means not just to abstain from engaging in unethical activity but also to actively uphold and demonstrate moral behaviour that is constructive. Abstinence from unethical behaviour is only one aspect of integrity. When it comes to successful leadership, the accomplishment of business goals, and personal growth, there is a general consensus in the present body of literature that integrity is an essential trait. It has been demonstrated via research that this component has a significant role in determining the culture of an organization, the performance of its employees, and the relationships that exist between individuals[7].

Dependent Variable

Management of an efficient workforce:

The term "management of an efficient workforce" refers to the strategic process of boosting staff performance and productivity while simultaneously assuring a high degree of pleasure, engagement, and well-being inside an organization. This process is referred to as efficient workforce management. As part of this, the process of recruiting, training, developing, and retaining individuals who possess the required abilities and attitudes in order to effectively execute the goals of the company is included. When it comes to the administration of an effective workforce, it is necessary to provide an environment in which employees are inspired, motivated, and given the opportunity to deliver their best available efforts. One of the most important aspects of efficient workforce management is

ensuring that the talents of both individuals and teams are aligned with the goals of the business. The setting of performance goals that are clear and unambiguous, the provision of constant feedback, and the provision of opportunities for professional development are the primary components of this management method. Managing a workforce effectively also requires ensuring that the environment in which employees work is one that is positive, collaborative, and inviting; one in which there are no barriers to communication; and one in which workers have the impression that they are valued and involved in their job. In addition, the management of an effective workforce necessitates the usage of technology and data in order to bring about the simplification of processes, the monitoring of performance, and the making of choices that are informed in order to promote continuous improvement and cost-effectiveness. When everything is said and done, the goal is to create a working environment that is both productive and pleasurable, creating an atmosphere that contributes to the success of the firm as well as the well-being of the workers[14].

Relationship between Integrity and Management of an efficient workforce:

The connection between integrity and the management of an effective staff is highly important when it comes to the process of building an organizational environment that is productive, ethical, and sustainable. Additionally, this connection is quite important. The cultivation of trust, transparency, and responsibility are all essential for motivating employees and ensuring that their efforts are aligned with the objectives of the company. Therefore, it is essential for leaders to possess integrity since it helps to foster these qualities. When leaders of a company demonstrate integrity by making decisions that are fair, acting honestly, and holding themselves accountable, they provide a strong example for their employees to follow. This is because they may inspire their employees to follow their example. Increasing the efficacy of the workforce requires a number of critical components, including boosting employee morale, devotion, and job satisfaction. The trust-based relationship that exists between the employer and the employee is one of the most important components. In addition, a culture of integrity reduces instances of unethical activity and encourages employees to make ethical decisions. This results in a decrease in the number of disagreements, an increase in the amount of collaboration, and the assurance that the task is carried out in a manner that is acceptable from an

ethical standpoint[9]. One other advantage of having integrity is that it gives one the impression that they are recognized and respected by their co-workers. This, in turn, helps to build loyalty and reduce turnover. Consequently, firms that have a high degree of integrity in their management tend to have lower levels of stress among their employees, higher levels of engagement, and better overall performance. This is a consequence of the fact that these organizations have a higher level of integrity. In addition, integrity ensures that the processes that are used to make decisions are transparent and consistent. This helps employees to concentrate on their jobs and contribute to the success of the company with a greater sense of confidence on their part. Therefore, integrity is a vital component of effective workforce management, which eventually results in a team that is productive, motivated, and well-aligned. This is because integrity is the cause of the aforementioned benefits[1].

Based on the above discussion, the researcher generated the following hypothesis to examine the link between Integrity and Management of an efficient workforce.

“H₀: There is no significant relationship between Integrity and Management of an efficient workforce.”

“H₁: There is a significant relationship between Integrity and Management of an efficient workforce.”

Table 2: H₀ ANOVA Test

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	39588.620	539	5385.510	1,035.675	.000
Within Groups	492.770	985	5.200		
Total	40081.390	1524			

In this study, the result is significant. The value of F is 1,035.675, which reaches significance with a p-value of .000 (which is less than the .05 alpha level). This means the “H₁: There is a significant relationship between Integrity and Management of an efficient workforce.” is accepted and the null hypothesis is rejected.

9 Discussion

In order to research the role that integrity, which is a fundamental component of ethical leadership, plays in influencing the management of a workforce that is extremely efficient, the goal of this study was to investigate the importance of integrity. The

significance of integrity in leadership practices as a catalyst for improving employee performance and engagement, as well as the overall success of the company, is brought to light by these findings. It is feasible for leaders to develop a culture of trust and responsibility among their teams by consistently exhibiting integrity. This is something that can be accomplished. It is possible to achieve this goal by conducting oneself in a manner that is honest, fair, and compliant with moral principles. Because of this, there is a significant rise in the efficiency and productivity of the workforce as a whole as a consequence of this. It has been shown that there is a connection between integrity and the quality of the interpersonal interactions that take place between superiors and subordinates. In situations where employees believe that their leaders are principled and ethically based, there is a greater likelihood that they will exhibit positive behaviours while on the job. Higher levels of dedication, less resistance to organizational change, and greater readiness to go above and beyond basic work requirements are some of the behaviours that fall under this category. An effective workforce is characterized by a successful alignment between individual values and corporate goals, which supports collective success of the workforce. These behaviours are essential components of an effective workforce, which results in a successful alignment between the two. Furthermore, integrity as a leadership characteristic helps to allow plain communication and consistent decision-making, both of which are crucial for eliminating ambiguity in the workplace. Integrity is a trait that helps minimize uncertainty in the workplace. Inspiring individuals to execute their duties with self-assurance and independence, which speeds up the process of completing tasks and minimizes the amount of monitoring that is necessary, is one of the benefits of having a clear working environment. It is also helpful to decrease stress and conflict in the workplace, which further leads to an improvement in overall efficiency. The psychological safety that is supplied by leadership that is driven by integrity helps to provide this safety.

10 Conclusion

One of the key goals of this research was to explore the affect that integrity, which is a fundamental component of ethical leadership, has on the management of a workforce that works successfully. This was one of the primary aims of this research. When the outcomes of the study are taken into consideration, it becomes clearly evident that the construction of successful leadership styles is largely dependent on integrity, which eventually has a direct impact on the efficiency of the workforce. This is a

conclusion that can be drawn from the findings of the research investigation. Integrity-centered people have the potential to create a culture that is marked by mutual commitment, trust, and respect for one another. This culture may be established by individuals who display integrity. A person is able to achieve this objective with the support of moral conduct that is consistent, transparency, equitable treatment, and responsibility. A working environment that is favourable to productivity, in which employees are motivated, interested, and in accord with the aims of the firm, may be created via the execution of these principles, which contribute to the formation of such an environment. Additionally, this results in a rise in the operational efficiency of the firm as well as an increase in its overall production. Based on the findings of the study, it was discovered that ethical leadership that is founded on integrity not only increase employee morale and job satisfaction, but it also encourages ethical conduct at all levels, reduces the amount of conflict that arises in the workplace, and improves organizational communication. These are all positive outcomes. The result of this circumstance is a workforce that is more devoted to one another, more supportive of one another, and more productive. In the fast-paced corporate world of today, which is defined by strong competition and rapid change, it is more likely that organizations that place a high priority on integrity in their leadership development was able to generate teams that are resilient, effective, and dedicated to excellence. This is because integrity is a quality that is highly valued in the leadership development process.

Author Statements:

- **Ethical approval:** The conducted research is not related to either human or animal use.
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