

DOES ETHICAL LEADERSHIP MATTER IN INDONESIA'S PUBLIC SECTOR? THE MEDIATING ROLE OF ETHICAL CLIMATE



Dekri Firmansyah¹
Universitas Indonesia, Jakarta, Indonesia
dekri.firmansyah@ui.ac.id

Riani Rachmawati²
Universitas Indonesia, Jakarta, Indonesia
riani.rachmawati@ui.ac.id

Abstract

Amid the emergence of various problems of ethical violations at the global and local levels in Indonesia, especially in the public sector, many parties demand various efforts to improve ethical behavior both at the official and staff levels. This study aims to analyze the influence of ethical leadership and ethical climate on employee ethical behavior, moderated by person-organization fit in the context of state financial organization (Organisasi Keuangan Negara/OKN). Using quantitative research methods with Partial Least Square Structural Equation Modeling (PLS-SEM), this research examines the relationship between these variables through a survey of 898 respondents within the Indonesian state financial organization. The findings suggest that ethical leadership has a significant positive impact on ethical climate and employee ethical behavior. Moreover, ethical climate plays a partial mediating role between ethical leadership and employee ethical behavior. However, person-organization fit could not strengthen the relationship between ethical climate and employee ethical behavior. This study contributes to the literature by providing empirical evidence on the role of leadership and organizational climate in fostering ethical behavior among public sector employees. The findings offer practical implications for policymakers in enhancing ethical governance.

Keywords: Ethical Leadership, Ethical Climate, Employee Ethical Behavior, Person-Organization Fit

INTRODUCTION

Ethical scandals involving public officials have heightened the focus on ethical conduct in organizations (Brown & Trevino, 2014; Manz et al., 2008), such as those in Indonesia involving tax and customs officers like Rafael Alun Trisambodo (KPK, 2023a) and Andhi Pramono (KPK, 2023b). Based on The Transparency International Organization's Corruption Perceptions Index of 2024 (Transparency International, 2025), Indonesia ranks 99th out of 180 countries worldwide with a Corruption Perceptions Index (CPI) score of 37 (on a scale of 100). This data indicates that ethical violations remain a significant challenge in Indonesia, particularly within the public sector.

Research has emphasized that individuals who disregard ethical standards tend to prioritize personal interests over organizational integrity, often leading to widespread damage (Padilla et al., 2017). Ethical leadership has thus gained attention as a critical factor in shaping workplace behaviour (Al Halbusi et al., 2024; Kuenzi et al., 2020; Paterson & Huang, 2019; Wang et al., 2019). Leaders are expected to uphold moral integrity and lead by example, encouraging employees to follow ethical standards in their decision-making and behaviour (Kuenzi et al., 2020; Paterson & Huang, 2019). Nevertheless, in certain cases, even when top leadership has actively encouraged ethical conduct and set a personal example of ethical behavior, there are still subordinates who engage in unethical practices (Babalola et al., 2019; Wang et al., 2019). Therefore, this study aims to examine the role of ethical leadership in shaping employee ethical behavior, particularly within government institutions in Indonesia.

Multiple studies have underscored the significant role of ethical leadership in influencing employee ethical behaviour, particularly when aligned with a supportive ethical climate within the organization (Al Halbusi et al., 2021; Aryati et al., 2018; Brown et al., 2005; Lu & Lin, 2014). An organization's ethical climate—reflected in its policies, procedures, and reward systems—has a direct effect on how employees behave (Engelbrecht et al., 2017). A strong ethical climate encourages ethical conduct and builds trust among employees (Demirtas & Akdogan, 2015; Lu & Lin, 2014). However, the influence of national and organizational culture on ethical climates is underexplored (Parboteeah et al., 2024), while ethical climates in nonprofit organizations such as public sector have been less studied compared to private sectors (Verma & Biswas, 2023). This gap is critical as nonprofits are often assumed to be inherently ethical, which may not always be the case (Verma & Biswas, 2023).

Scholars have also explored how ethical climate mediates the relationship between ethical leadership and employee behaviour (Al Halbusi et al., 2022; Aryati et al., 2018; Lu & Lin, 2014). Examples of studies that demonstrate a positive relationship between ethical climate and ethical behavior including Demirtas & Akdogan, (2015) and Lu & Lin, (2014), who found that an ethical climate positively influences employees' ethical behavior. In contrast to these findings, other study had reported inconsistent result regarding the relationship between ethical climate and employee ethical behavior, such as conducted by Jahantigh et al., (2016). These discrepancies suggest that the impact of ethical climate on employee ethical behavior may vary depending on specific contextual factors, such as the alignment between employees and their organization, commonly referred to as person-organization fit (Al Halbusi et al., 2021; Kristof-Brown et al., 2023).

Al Halbusi et al., (2021) and Kristof-Brown et al., (2023) stated that P-O fit can strengthen the relationship between ethical climate and ethical conduct, but more studies are needed to explore this dynamic across different cultural contexts and organizational settings. Therefore, this study proposes that person-organization fit (P-O fit)—or the alignment between individual and organizational values—plays a moderating role. P-O fit has the potential to strengthen the influence of ethical climate on employees' decisions to behave ethically, offering both theoretical and managerial insights. Since public organizations in Indonesia must enhance ethical alignment to counter reputational damage and corruption, strengthening ethical leadership and fostering congruence between employee's ethical behavior and ethical climate can support more ethical decision-making and improved organizational performance.

REVIEW OF LITERATURE

Social Exchange Theory and Social Learning Theory

Based on Social Exchange Theory (SET) proposed by Blau, (1967) and further elaborated by Cropanzano et al., (2017), SET describes a process in which an actor initiates an action toward a recipient, who then responds with an attitude or behavior as a form of reciprocation, eventually leading to the development of ongoing interactions as part of this exchange process. Referring to the study by Al Halbusi et al. (2023), it has been found that employees reciprocate positive social relationships by exhibiting ethical behavior in response to the ethical leadership demonstrated by their superiors.

Social Learning Theory (SLT) is an integrated framework that explains how individuals learn and develop behavior by observing, imitating, and modeling the behavior of role models within a social context (Bandura, 1971). This theory integrates cognitive, behavioral, and environmental factors, emphasizing the reciprocal interaction among these elements (Grusec, 1992; Jin, 2022). SLT underpins the concept of ethical leadership, wherein leaders serve as role models, encouraging and reinforcing ethical behavior through their actions and interactions with subordinates (Ayoko, 2022; Bal et al., 2014).

Ethical Leadership, Ethical Climate, and Employee's Ethical Behavior

According to Brown et al., (2005), ethical leadership is characterized by behavior that aligns with established norms through personal actions and interpersonal relationships, and by promoting such behavior among followers through two-way communication, reinforcement, and decision-making. Mayer et al., (2010) found a positive relationship between ethical leadership and ethical climate. Moreover, Mayer et al., (2010) also found that ethical climate was negatively associated with employee misconduct and served as a mediating factor in the relationship between ethical leadership and such misconduct. Gan et al., (2023) found a negative relationship between ethical leadership and unethical behavior in China. These findings align with those of Aryati et al., (2018), who concluded that ethical leadership could influence an organization's ethical climate, which subsequently has a negative effect on unethical work behavior.

Ethical leadership is recognized as a key factor influencing ethical behavior within local governments in Nigeria (Tabiu, 2023). In the education sector, ethical leadership has been found to correlate directly with increased ethical behavior among employees, as leaders

serve as moral exemplars likely to be emulated by their staff (Guo et al., 2023). In public sector organizations, such as five ministries in Nigeria, ethical leadership fosters a culture of integrity, which is essential for combating corruption and improving service delivery (Oladimeji & Abdulkareem, 2023).

Mediating Role of Ethical Climate

According to Kaptein, (2020), ethical climate reflects the shared understanding between leaders and employees regarding the norms and values that guide ethical behavior in the workplace. Victor & Cullen, (1988) defined ethical work climate as the shared perception of what constitutes ethical behavior and how ethical issues should be addressed within an organization. Ethical leadership is recognized as a key factor influencing ethical behavior, mediated by ethical climate, within local governments in Nigeria (Tabiu, 2023). Moreover, Mayer et al., (2010) found that ethical climate was negatively associated with employee misconduct and served as a mediating factor in the relationship between ethical leadership and such misconduct.

Cheng et al., (2013) emphasized that ethical work climate plays a crucial role in shaping ethical norms and expected performance standards among employees. In the Indonesian context, a study conducted in the Malang Regency Government by Aryati et al., (2018) found that ethical leadership influences an organization's ethical climate, which in turn negatively affects workplace deviant behavior.

Moderating Role of Person Organization Fit

Person–organization (P–O) fit is defined as the compatibility between an individual's and an organization's values, the alignment of goals, the match between employees' needs and the reinforcements provided in the work environment, as well as the congruence between individual personality and organizational characteristics (Chatman, 1989; Kristof-Brown et al., 2023; Lauver & Kristof-Brown, 2001). This definition is rooted in the alignment between the personal values held by employees and the values upheld by the organization (Al Halbusi et al., 2021).

A high level of P–O fit has been empirically linked to various positive organizational outcomes, such as increased organizational commitment, improved productivity, and enhanced ethical behavior among employees (Ruiz-Palomino et al., 2013). This is because a strong P–O fit tends to boost employee satisfaction (Chatman, 1989), which in turn encourages ethical conduct within the organization. Al Halbusi et al., (2021) findings reveal that the stronger the alignment between an employee's values and their organization's ethical values, the stronger the relationship between ethical climate and the employee's ethical behavior.

The conceptual model proposed in this study is based on the research models developed by Al Halbusi et al., (2021) and Lu & Lin, (2014), and can be illustrated as follows:

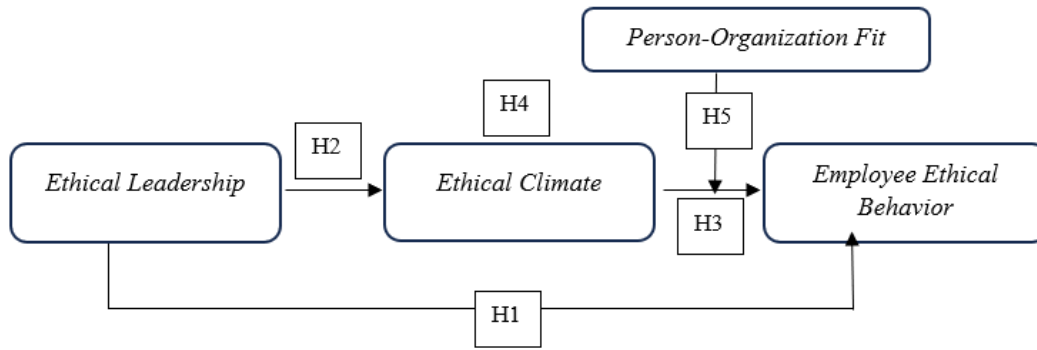


Figure 1
Proposed Model

RESEARCH METHOD

This study adopts a quantitative approach, which is defined by Cresswell & Cresswell, (2021) as an approach to testing existing theories by examining measurable relationships among variables, allowing for statistical analysis of the collected data. Furthermore, the technique employed in this study is Partial Least Squares-Structural Equation Modeling (PLS-SEM), which is utilized to test the proposed variables, in alignment with previous research findings (Hair Jr. et al., 2019). To mitigate the occurrence of common method bias (CMB) in this research, the questionnaire items used are adapted from previous studies published in reputable Q1 international journals. One preventive method for CMB employed in this study involves the use of a combination of positive and negatively worded (reverse-coded) items (Podsakoff et al., 2012). The advantage of this technique lies in its ability to control potential response bias in the completion of the questionnaire (Podsakoff et al., 2012).

The population of this study consists of the total number of state financial organization (Organisasi Keuangan Negara/OKN) employees fit to the criteria of the study, amounting to 76,509 as of April 1, 2025. The sample selected using a non-probability sampling method, specifically purposive sampling. Respondents from each Echelon I/Non-Echelon Unit consist of officials/employees who meet the following criteria: staff or functional employees with a minimum tenure of one (1) year; Echelon IV officials (Supervisors) and/or equivalent positions; and Echelon III officials (Administrators) and/or equivalent positions. A total of 898 respondents completed the survey with valid responses. The variables used in this study were adapted from previous scholarly articles to assess Ethical Leadership (Brown et al., 2005); Employee Ethical Behavior (Ferrell et al., 1978); Ethical Climate (Victor & Cullen, 1988); and Person–Organization Fit (Cable & Judge, 1996), using a 7-point Likert scale.

RESULTS AND DISCUSSION

Respondent Characteristics

This research used 898 valid respondents, with demographic data in this study encompassing various demographic criteria of the respondents including the respondents' gender, age, educational level, job position, and length of service.

Table 1
Demographic Characteristics of the Respondents

Demographic	Category	Frequency	Percentage
Gender	Male	626	69,71%
	Female	272	30,29%
Age	< 30 years	214	23,83%
	30 - < 45 years	447	49,78%
	> 45 years	237	26,39%
Education	High School	14	1,56%
	Diploma	222	24,72%
	Bachelor	387	43,10%
	Master	269	29,96%
	Doctor	6	0,67%
Job Title	Staff	538	59,91%
	Echelon IV/Supervisor	297	33,07%
	Echelon III/Coordinator	63	7,02%
Tenure	1 - < 5 years	74	8,24%
	5 - < 10 years	181	20,16%
	10 - < 15 years	209	23,27%
	15 - < 20 years	135	15,03%
	> 20 years	299	33,30%

Source: primary data processed in 2025

The majority of the respondents were male (69.71%), with most falling within the age range of 30 to under 45 years (49.78%). The majority held a bachelor's degree (43.10%), worked as staff members (59.91%), and had less than 15 years of work experience (51.67%).

Result

The measurement model was assessed by examining validity and reliability following the guidelines of Sarstedt et al., (2019). All outer loading values exceeded 0.70, and the Average Variance Extracted (AVE) values were above 0.50, indicating a strong level of convergent validity. Additionally, all constructs in this study achieved Composite Reliability and Cronbach's Alpha scores above 0.70, confirming their internal consistency.

Table 2
Convergent Validity and Reliability Measurements

Variable	Dimension	Indicators	Loading Factors	Cronbach's Alpha	Composite Reliability	AVE
<i>Ethical Leadership</i>		EL01	0.855	0.961	0.963	0.742
		EL02	0.883			
		EL03	0.824			

Variable	Dimension	Indicators	Loading Factors	Cronbach's Alpha	Composite Reliability	AVE	
<i>Ethical Climate</i>	ECCAR	EL04	0.847	0.962	0.963	0.514	
		EL05	0.877				
		EL06	0.900				
		EL07	0.773				
		EL08	0.903				
		EL09	0.846				
		EL10	0.900				
		ECCAR	ECCAR01				0.807
			ECCAR02				0.758
			ECCAR03				0.806
	ECCAR04		0.813				
	ECCAR	ECCAR05	0.754				
		ECCAR06	0.814				
		ECCAR07	0.793				
		ECINDE	ECINDE01				0.802
	ECINDE02		0.817				
	ECINDE03		0.762				
	ECINDE04		0.859				
	ECINST	ECINST01	0.811				
		ECINST02	0.769				
		ECINST03	0.828				
		ECINST04	0.816				
ECINST05		0.750					
ECINST06		0.793					
ECINST07		0.714					
ECLAWC	ECLAWC01	0.938					
	ECLAWC02	0.931					
	ECLAWC03	0.944					
	ECLAWC04	0.942					
ECRULE	ECRULE01	0.888					
	ECRULE02	0.860					
	ECRULE03	0.811					
	ECRULE04	0.844					
<i>Person Organization Fit</i>	POF01	0.900	0.815	0.853	0.730		
	POF02	0.759					
	POF03	0.896					
<i>Employee Ethical Behavior</i>	JEB	JEB01	0.800	0.904	0.905	0.512	
		JEB03	0.733				
		JEB04	0.757				
		JEB06	0.760				
	NEB	NEB01	0.772				

Variable	Dimension	Indicators	Loading Factors	Cronbach's Alpha	Composite Reliability	AVE
		NEB02	0.785			
		NEB03	0.725			
		NEB04	0.790			
		NEB07	0.797			
		NEB08	0.771			
		NEB10	0.762			

Source: Primary data processed in 2025

Subsequently, discriminant validity score as stated in Table 3 was assessed using cross-loading values, the Fornell-Larcker criterion, and the Heterotrait-Monotrait (HTMT) ratio, in accordance with the guidelines provided by Hair Jr. et al., (2019), while the structural model was conducted using the coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2) (Hair, Jr. et al., 2022). The R^2 value accounts for 56.3% of the variance in employee ethical behavior, suggested that the influence of these variables has a moderate effect. Ethical Leadership demonstrated the strongest influence on Employee Ethical Behavior ($f^2 = 0.062$). The predictive relevance (Q^2) value for Employee Ethical Behavior was found to be moderate, with a score of 0.184. Additionally, all Variance Inflation Factor (VIF) values were below 5, indicating no multicollinearity issues. The Goodness of Fit (GoF) index showed a high level of model fit, with a score of 0.419.

Table 3
Discriminant Validity Measurements

Fornell-Larcker Criterion				
	EEB	EC	EL	POF
EEB	0,715			
EC	0,495	0,717		
EL	0,440	0,444	0,862	
POF	0,502	0,526	0,361	0,854

HTMT Ratios				
	EEB	EC	EL	POF
EEB				
EC	0,528			
EL	0,467	0,459		
POF	0,573	0,590	0,404	

Source: Primary data processed in 2025

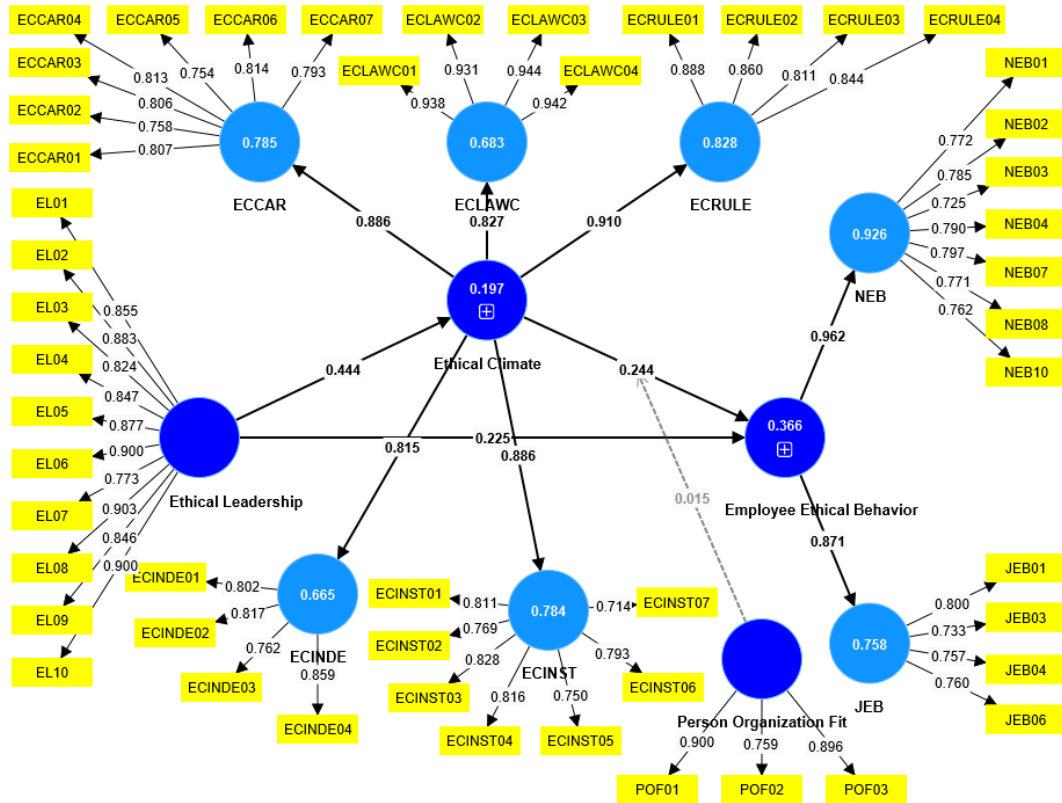


Figure 2
Overall Model Test Results
 Source: Primary data processed in 2025

Table 4
Path Coefficient & Hypothesis Testing

Path	Original sample (O)	t-value	P-value	Result
EL → EC	0.444	12.478	0.000	Supported
EL → EEB	0.225	5.949	0.000	Supported
EC → EEB	0.244	4.869	0.000	Supported
EL → EC → EEB	0.108	3.999	0.000	Supported
POF*EC → EEB	0.015	0.411	0.340	Not Supported

Source: Primary data processed in 2025

The hypothesis testing criteria stated that if the path coefficient is positive and the t-statistic value is equal to or greater than the critical t-value (1.645), or if the p-value (probability) is equal to or less than 0.05, then, according to Hair, Jr. et al., (2022), there is a positive and significant influence of the exogenous variable on the endogenous variable (hypothesis supported), and vice versa. Based on Table 4, the results of the direct and mediating effects are supported by the hypothesis testing, whereas the result of the moderating effect test is rejected.

Discussion

This study found that ethical leadership has a positive and significant influence on employee ethical behavior. The results of the direct effect test of ethical leadership on employee ethical behavior align with the findings of Al Halbasi et al., (2023), Gan et al., (2023), Shin, (2012), and Lu & Lin, (2014), which demonstrated that employees' ethical behavior is influenced by the ethical leadership of their supervisors or leaders in private organizations.

In the context of public organizations, a similar result was found in a study by Downe et al., (2016), which showed that government organizations with employees exhibiting ethical behavior often have leaders who also demonstrate ethical conduct. A relevant study in the Indonesian context by Gamasiwi, (2023) revealed that ethical leadership, together with workplace spirituality, negatively and significantly affects deviant behavior in the workplace. This indicates that the presence of ethical leaders can reduce the tendency of employees to engage in unethical practices at work.

Furthermore, the results of additional tests examining the direct effect indicate that ethical climate has a positive and significant influence on employee ethical behavior. This finding is consistent with the study by Cheng et al., (2013), which emphasized that an ethical work climate plays a crucial role in defining ethical norms and expected performance from employees. According to research by Al Halbasi et al., (2021), ethical climate is positively associated with employee ethical behavior, highlighting the importance for organizations to foster an ethical climate tailored to their specific organizational context.

Despite the significant roles of ethical leadership and ethical climate in enhancing employee ethical behavior, limited research has explored the relationship among these three variables within the context of public organizations. One of the most recent studies focusing on public sector organizations is the research conducted by Tabiu, (2023) on local government institutions in Nigeria, which found that ethical leadership and ethical climate significantly influence organizational citizenship behavior.

The subsequent test was conducted on the variable *person-organization fit* as a moderating variable in the relationship between *ethical climate* and *employee ethical behavior*. Although the data analysis produced relatively high outer loading values, the failure to obtain a t-value greater than the critical threshold of 1.645 led to the conclusion that the moderation effect is not statistically significant, thus resulting in the rejection of the moderation hypothesis.

This finding is in contrast with several previous studies which demonstrated that ethical climate may have varying impacts on employees' ethical behavior when moderated by person-organization fit (Al Halbasi et al., 2021). Al Halbasi et al., (2021) found that *person-organization fit* can play a moderating role in the relationship between *ethical climate* and *employee ethical behavior*. Furthermore, a high level of P-O fit has been proven to be directly associated with several organizational outcomes such as increased organizational commitment, enhanced productivity, and ethical employee behavior (Ruiz-Palomino et al., 2013), as high P-O fit is likely to increase employee satisfaction (Chatman, 1989), which in turn encourages ethical behavior within the organization.

CONCLUSION

This study underscores the pivotal role of ethical leadership and ethical climate in shaping employee ethical behavior, particularly within the context of public sector organizations. The findings affirm that both ethical leadership and ethical climate exert significant and positive direct effects on ethical behavior among employees, aligning with previous research in both private and public sector contexts. However, the anticipated moderating effect of person-organization fit in the relationship between ethical climate and employee ethical behavior was not supported by the data, suggesting that this interaction may be more complex or context-dependent than previously understood.

This study acknowledges several limitations, including the focus on a single antecedent variable (ethical leadership), the use of a cross-sectional design, and the potential for common method bias due to reliance on a single data source. Additionally, the relatively low R^2 value suggests that other influential variables may not have been captured in the model. For future research, researchers are encouraged to explore additional leadership styles and alternative antecedents beyond ethical leadership, consider applying longitudinal designs to capture variable dynamics over time, and employ mixed-method approaches to enhance data richness and depth analysis. Moreover, future studies should address the limited explanatory power by incorporating or substituting other relevant variables such as organizational justice (Al Halbusi et al., 2024) or leader-member exchange (Walumbwa et al., 2011), particularly within Indonesia's public sector context. In general, this research provides strategic guidance for public sector organizations in promoting ethical employee behavior, to enhance the quality of public services delivered with integrity.

REFERENCES

- Al Halbusi, H., Alhaidan, H., Ramayah, T., & Alabri, S. (2023). Ethical Leadership and Employees' Ethical Behavior: Modeling the Contingent Role of Moral Identity. *Business and Professional Ethics Journal*, 42(1), 1–31. <https://doi.org/10.5840/bpej202344135>
- Al Halbusi, H., Tang, T. L.-P., Williams, K. A., & Ramayah, T. (2024). Do ethical leaders enhance employee ethical behaviors? Organizational justice and ethical climate as dual mediators and leader moral attentiveness as a moderator: Empirical support from Iraq's emerging market. *Monetary Wisdom*, 317–337. <https://doi.org/10.1016/B978-0-443-15453-9.00018-8>
- Al Halbusi, H., Tang, T. L. P., Williams, K. A., & Ramayah, T. (2022). Do ethical leaders enhance employee ethical behaviors?: Organizational justice and ethical climate as dual mediators and leader moral attentiveness as a moderator--Evidence from Iraq's emerging market. In *Asian Journal of Business Ethics* (Vol. 11, Issue 1). Springer Netherlands. <https://doi.org/10.1007/s13520-022-00143-4>
- Al Halbusi, H., Williams, K. A., Ramayah, T., Aldieri, L., & Vinci, C. P. (2021). Linking ethical leadership and ethical climate to employees' ethical behavior: the moderating role of person-organization fit. *Personnel Review*, 50(1), 159–185. <https://doi.org/10.1108/PR-09-2019-0522>
- Aryati, A. S., Sudiro, A., Hadiwidjaja, D., & Noermijati, N. (2018). The Influence of Ethical Leadership to Deviant Workplace Behavior Mediated by Ethical Climate and Organizational Commitment. *International Journal of Law and Management*, 60(2),

- 233–249. <https://doi.org/10.1108/ijlma-03-2017-0053>
- Ayoko, O. B. (2022). Leadership, Ethics and Corporate Social Responsibility. *Journal of Management and Organization*, 28(1), 1–8. <https://doi.org/10.1017/jmo.2022.13>
- Babalola, M. T., Stouten, J., Camps, J., & Euwema, M. (2019). When Do Ethical Leaders Become Less Effective? The Moderating Role of Perceived Leader Ethical Conviction on Employee Discretionary Reactions to Ethical Leadership. *Journal of Business Ethics*, 154(1), 85–102. <https://doi.org/10.1007/s10551-017-3472-z>
- Bal, Y., Bozkurt, S., & Buyukbalci, P. (2014). Improving Social Responsibility through Ethical Leadership: A Perceptions Based View. *12th International Academic Conference*, September, 123–135. <http://proceedings.iises.net/index.php?action=proceedingsIndexConference&id=7>
- Bandura, A. (Stanford U. (1971). SOCIAL LEARNING THEORY Albert Bandura Englewood Cliffs, N.J.: Prentice-Hall, 1977. 247 pp., paperbound. *Group & Organization Studies*, 2(3), 384–385. <https://doi.org/10.1177/105960117700200317>
- Blau, P. M. (1967). Exchange and power in social life. *Exchange and Power in Social Life*, 1–352. <https://doi.org/10.4324/9780203792643>
- Brown, M. E., & Trevino, L. . (2014). Do role models matter? An investigation of role modeling as an antecedent of perceived ethical leadership. *Journal of Business Ethics*, 122(4), 587–598. <https://doi.org/http://dx.doi.org/10.1007/s10551-013-1769-0>
- Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes*, 97(2), 117–134. <https://doi.org/10.1016/j.obhdp.2005.03.002>
- Cable, D. M., & Judge, T. A. (1996). Person - Organization fit, job choice decisions, and organizational entry. *Organizational Behavior and Human Decision Processes*, 67(3), 294–311. <https://doi.org/10.1006/obhd.1996.0081>
- Chatman, J. A. (1989). Improving Interactional Organizational Research: A Model of Person-Organization Fit. *Academy of Management Review*, 14(3), 333–349. <https://doi.org/10.5465/amr.1989.4279063>
- Cheng, P. Y., Yang, J. Te, Wan, C. S., & Chu, M. C. (2013). Ethical contexts and employee job responses in the hotel industry: The roles of work values and perceived organizational support. *International Journal of Hospitality Management*, 34(1), 108–115. <https://doi.org/10.1016/j.ijhm.2013.03.007>
- Cresswell, J. W. ., & Cresswell, J. D. (2021). Qualitative, quantitative and mixed methods research (Dörnyei). In *Introducing English Language*. <https://doi.org/10.4324/9781315707181-60>
- Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social exchange theory: A critical review with theoretical remedies. *Academy of Management Annals*, 11(1), 479–516. <https://doi.org/10.5465/annals.2015.0099>
- Demirtas, O., & Akdogan, A. A. (2015). The Effect of Ethical Leadership Behavior on Ethical Climate, Turnover Intention, and Affective Commitment. *Journal of Business Ethics*, 130(1), 59–67. <https://doi.org/10.1007/s10551-014-2196-6>
- Downe, J. D., Cowell, R., & Morgan, K. (2016). What Determines Ethical Behavior in Public Organizations: Is It Rules or Leadership? *Public Administration Review*, 76(6), 898–909. <https://doi.org/10.1111/puar.12562>

- Engelbrecht, A. S., Wolmarans, J., & Mahembe, B. (2017). Effect of ethical leadership and climate on effectiveness. *SA Journal of Human Resource Management*, 15(0), 0–9. <https://doi.org/10.4102/sajhrm.v15i0.781>
- Ferrell, A. O. C., Weaver, K. M., Taylor, J. W., Jones, R. M., & Weaver, K. A. A. R. K. (1978). Ethical beliefs of marketing managers: What they say they believe and do, compared with their perceptions of peers and top management. *Journal of Marketing*, 42(3), 69–73. <https://doi.org/10.1177/002224297804200313>
- Gamasiwi, R. J. (2023). How to Reduce Workplace Deviant Behavior : Through Ethical Leadership and Workplace Spirituality With Organizational Commitment as Mediation. *International Journal of Scientific Research and Management*, 11(12), 5596–5613. <https://doi.org/10.18535/ijstrm/v11i12.em10>
- Gan, C., Cheng, C. Y., Chai, Y., & Yang, L. (2023). Ethical leadership and employee unethical behavior: a dual-processing model. *Management Decision*, 1501–1516. <https://doi.org/10.1108/MD-05-2022-0694>
- Grusec, J. E. (1992). Social learning theory and developmental psychology: The legacies of Robert Sears and Albert Bandura. In *Developmental Psychology* (Vol. 28, Issue 5, pp. 776–786). <https://doi.org/10.1037//0012-1649.28.5.776>
- Guo, F., Xue, Z., He, J., & Yasmin, F. (2023). Ethical leadership and workplace behavior in the education sector: The implications of employees' ethical work behavior. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.1040000>
- Hair, Jr., J. F., M. Hult, G. T., M. Ringle, C., Sarstedt, & Marko. (2022). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM) [3 ed]. In *Sage Publishing* (Vol. 3, Issue 1).
- Hair Jr., J. F., Anderson, R. E., Babin, B. J., & Black, W. C. (2019). Multivariate Data Analysis, Multivariate Data Analysis. In *Book* (Vol. 87, Issue 4). www.cengage.com/highered
- Jahantigh, M., Zare, S., & Shahrakipour, M. (2016). The survey of the relationship between ethical climate and ethical behavior in nurses. *Der Pharma Chemica*, 8(3), 189–193.
- Jin, Y. (2022). Development and Application of Social Learning Theory. *Learning & Education*, 10(7), 183. <https://doi.org/10.18282/l-e.v10i7.3002>
- Kaptein, M. (2020). Ethical Climate and Ethical Culture. *Encyclopedia of Business and Professional Ethics*, 1–4. https://doi.org/10.1007/978-3-319-23514-1_70-1
- KPK. (2023a). *KPK Tahan Tersangka Gratifikasi di DJP Kementerian Keuangan*. <https://www.kpk.go.id/id/ruang-informasi/berita/kpk-tahan-tersangka-gratifikasi-di-djp-kementerian-keuangan>
- KPK. (2023b). *KPK Tetapkan Tersangka Gratifikasi dan TPPU Pengurusan Ekspor Impor di Bea Cukai*. <https://www.kpk.go.id/id/ruang-informasi/berita/kpk-tetapkan-tersangka-gratifikasi-dan-tppu-pengurusan-ekspor-impor-di-bea-cukai>
- Kristof-Brown, A., Schneider, B., & Su, R. (2023). Person-organization fit theory and research: Conundrums, conclusions, and calls to action. In *Personnel Psychology* (Vol. 76, Issue 2, pp. 375–412). <https://doi.org/10.1111/peps.12581>
- Kuenzi, M., Mayer, D. M., & Greenbaum, R. L. (2020). Creating an ethical organizational environment: The relationship between ethical leadership, ethical organizational climate, and unethical behavior. *Personnel Psychology*, 73(1), 43–71. <https://doi.org/10.1111/peps.12356>

- Lauver, K. J., & Kristof-Brown, A. (2001). Distinguishing between employees' perceptions of person-job and person-organization fit. *Journal of Vocational Behavior*, 59(3), 454–470. <https://doi.org/10.1006/jvbe.2001.1807>
- Lu, C. S., & Lin, C. C. (2014). The Effects of Ethical Leadership and Ethical Climate on Employee Ethical Behavior in the International Port Context. *Journal of Business Ethics*, 124(2), 209–223. <https://doi.org/10.1007/s10551-013-1868-y>
- Manz, C. C., Anand, V., Joshi, M., & Manz, K. P. (2008). *Emerging paradoxes in executive leadership: A theoretical interpretation of the tensions between corruption and virtuous values*. 19, 385–392. <https://doi.org/10.1016/j.leafqua.2008.03.009>
- Mayer, D. M., Kuenzi, M., & Greenbaum, R. L. (2010). Examining the Link Between Ethical Leadership and Employee Misconduct: The Mediating Role of Ethical Climate. *Journal of Business Ethics*, 95(SUPPL. 1), 7–16. <https://doi.org/10.1007/s10551-011-0794-0>
- Oladimeji, K. A., & Abdulkareem, A. K. (2023). Ethical Leadership and Employee Performance in the Public Sector: The Mediating Effects of Motivation and Satisfaction. *Jurnal Studi Pemerintahan*, 133–148. <https://doi.org/10.18196/jgp.v13i2.14903>
- Padilla, A., Hogan, R., & Kaiser, R. B. (2017). *The toxic triangle: Destructive leaders, susceptible followers, and conducive environments*. June 2007. <https://doi.org/10.1016/j.leafqua.2007.03.001>
- Parboteeah, K. P., Weiss, M., & Hoegl, M. (2024). Ethical Climates Across National Contexts: A Meta-Analytical Investigation. *Journal of Business Ethics*, 189(3), 573–590. <https://doi.org/10.1007/s10551-023-05387-z>
- Paterson, T. A., & Huang, L. (2019). Am I Expected to Be Ethical? A Role-Definition Perspective of Ethical Leadership and Unethical Behavior. *Journal of Management*, 45(7), 2837–2860. <https://doi.org/10.1177/0149206318771166>
- Podsakoff, P. M., Mackenzie, S. B., & Podsakoff, N. P. (2012). *Sources of Method Bias in Social Science Research and Recommendations on How to Control It*. <https://doi.org/10.1146/annurev-psych-120710-100452>
- Ruiz-Palomino, P., Martínez-Cañas, R., & Fontrodona, J. (2013). Ethical Culture and Employee Outcomes: The Mediating Role of Person-Organization Fit. *Journal of Business Ethics*, 116(1), 173–188. <https://doi.org/10.1007/s10551-012-1453-9>
- Sarstedt, M., Hair, J. F., J., C., J.-H., B., J.-M., & Ringle, C. M. (2019). How to specify, estimate, and validate higher-order constructs in PLS-SEM. *Australasian Marketing Journal*, 27(3), 197–211. <https://doi.org/https://doi.org/10.1016/j.ausmj.2019.05.003>
- Shin, Y. (2012). CEO Ethical Leadership, Ethical Climate, Climate Strength, and Collective Organizational Citizenship Behavior. *Journal of Business Ethics*, 108(3), 299–312. <https://doi.org/10.1007/s10551-011-1091-7>
- Tabiu, A. (2023). Impact of ethical leadership, HRM practices and ethical climate on organizational citizenship behaviors in Nigerian local governments. *International Journal of Public Leadership*, 19(3), 229–245. <https://doi.org/10.1108/IJPL-06-2022-0038>
- Transparency International. (2025). Corruption Perceptions Index 2024. In *Transparency*

- International*. <https://doi.org/10.4135/9781412952613.n110>
- Verma, G. G., & Biswas, S. N. (2023). Ethical workplace climate in nonprofit organizations: Conceptualization and measurement. *Business Ethics, the Environment and Responsibility*. <https://doi.org/https://doi.org/10.1111/beer.12568>
- Victor, B., & Cullen, J. B. (1988). The Organizational Bases of Ethical Work Climates. *Administrative Science Quarterly*, 33(1), 101. <https://doi.org/10.2307/2392857>
- Walumbwa, F. O., Mayer, D. M., Wang, P., Wang, H., Workman, K., & Christensen, A. L. (2011). Linking ethical leadership to employee performance: The roles of leader-member exchange, self-efficacy, and organizational identification. *Organizational Behavior and Human Decision Processes*, 115(2), 204–213. <https://doi.org/10.1016/j.obhdp.2010.11.002>
- Wang, Z., Xing, L., Xu, H., & Hannah, S. T. (2019). Not All Followers Socially Learn from Ethical Leaders: The Roles of Followers' Moral Identity and Leader Identification in the Ethical Leadership Process. *Journal of Business Ethics*, 170(3), 449–469. <https://doi.org/10.1007/s10551-019-04353-y>